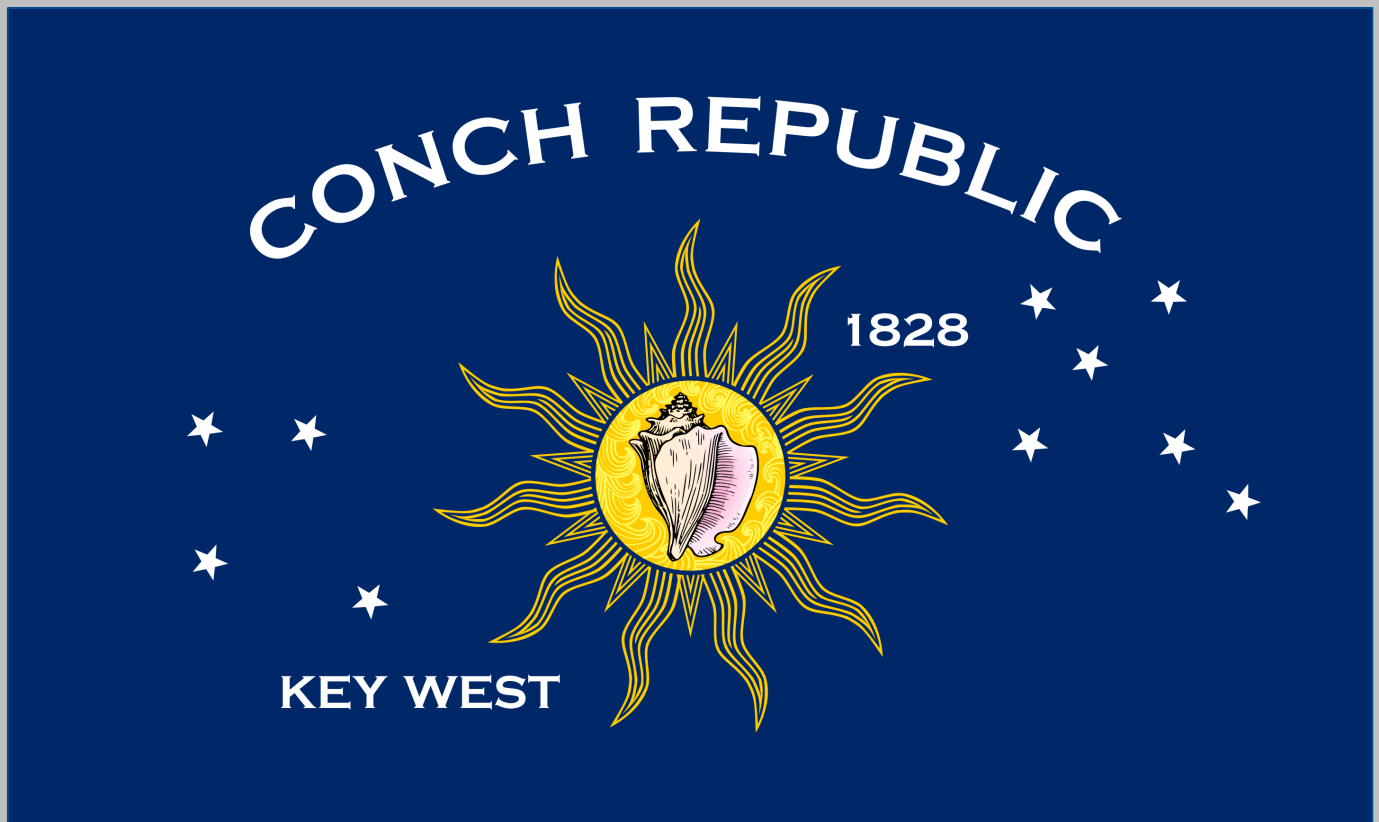


PROPOSAL: CITY-WIDE COMPREHENSIVE SAFETY ACTION PLAN

RFP# 24-008

Prepared for the
City of Key West,
September 4, 2023



Eric Schnurer,
President



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1. FIRM BACKGROUND

Public Works LLC was founded in 1995 and has operated for over 29 years, consulting with state and local governments big and small, from the largest states to the Hopi Tribe of Arizona. We are currently working with the City of Key West by leading the development of the City's next strategic plan.

Our roots lie firmly in public policy – and that is still reflected in our entire orientation. Our president, Eric B. Schnurer, founded the firm after serving as a gubernatorial chief-of-staff in Pennsylvania, to bring to other governments the policy-focused approach he brought to his job in state government. Our firm's work is based on the belief that the highest standards of policy analysis as a discipline can and should go hand-in-hand with a commitment to idealism and a devotion to improving people's lives through public service. It is why our firm's motto is "Making good ideas work for the better."

- We provide management consulting services and have earned a national reputation in organizational reviews and efficiency audits at both the state and local levels. We believe our firm has conducted more organizational reviews than any firm in the country, including six entire state governments and two U.S. territories; 18 other, separate state agencies; roughly a dozen other government entities; and several of the largest city and county governments in the country.
- We provide strategic planning services and have produced strategic policy and strategic action plans for the West Virginia Governor's and Treasurer's Offices, Connecticut Secretary of the State, California Environmental Protection Agency (Cal/E.P.A.), Broward County (F.L.) Department of Health, California State University's workforce development programs, Mayor of Atlanta's anti-poverty initiatives, Rhode Island Governor's Workforce Board, and California Attorney General's Office, to name just a few multi-stakeholder complex strategic planning projects.
- We offer policy development across a wide range of issue areas, from health, housing, and education to economic and workforce development. We have a deep roster of public policy experts in all areas of government administration and craft our project teams to meet the requirements of our engagements.

At Public Works, we include an equity and inclusion perspective in all our work. Schnurer is a former civil rights attorney who worked with the national office of the NAACP Legal Defense Fund, sat on the boards of the Homeless Advocacy Project and Habitat for Humanity in Philadelphia as well as the Public Interest Law Foundation of Columbia Law School, and served as president of the Drum Major Institute founded by Rev. Dr. Martin Luther King, Jr. Schnurer also founded, and the firm sponsors, the Greater Good Gathering, www.GreaterGoodGathering.org, an annual

conference on making the world better, held at Columbia University. Our vice president, Dr. Linda Rhodes, similarly got her start in the War on Poverty in the 1960s, went on to lead the Pennsylvania Department of Aging, was chosen by President Bill Clinton to lead the largest domestic entitlements agency in the world, and then founded and led Mercyhurst University's Center on Health Education & Aging where she launched program to bring minority and low-income high school students into the health professions.

Several of our most recent projects have dealt directly with promoting equity.

- In 2023 we completed a project for Los Angeles County in which we reviewed their justice advisory board structure—a sprawling and siloed structure of advisory boards that was developed over the decades in a patchwork fashion—in order to better reflect the County's strategic “Care First, Jails Last” approach. The current “jails-first” approach has disproportionately impacted Black, Brown, and LGBTQ+ communities. The new advisory board structure will better serve the County's goals and ensure that equity and inclusion are centered in future decision-making at the board level.
- In 2022, we completed a research and policy report for the City of Des Moines, IA, that examined how better data collection can help detect and eliminate racial bias in the City's enforcement efforts. After years of distrust between the community and enforcement officials, the City Council hired Public Works to examine the data collection policies and practices of the police department and code enforcement department and to put forward best practices that would allow the departments to track and correct racial bias.
- In 2020, we completed the City of Dubuque, IA, Equitable Poverty Prevention and Reduction Plan, as well as the City's fair housing plan. Public Works led the City of Dubuque, Iowa through a 17-month planning process to address poverty. Our development of this Equitable Poverty Reduction and Prevention Plan for Dubuque involved over 450 community residents in interviews, focus groups, and surveys. We also solicited 236 survey respondents through a public e-poll. With the onset of the pandemic, however, we were unable to continue with in-person engagements. Instead, we conceived and led eight “Caucus for Community” events – virtual gatherings with participation by a wide range of community stakeholders – to gain community perspectives on poverty in Dubuque.

This commitment – to delivering public-sector results, to social justice, and to the greater good – permeates all our work, including our operational performance and efficiency reviews. We understand how governments work, from the ground up to the highest levels, and we are committed to achieving actual results and producing outcomes, not just writing reports. This is because working with governments to improve people's lives isn't just another line of business to us: It is public service, and our life's work.

Public Works will be the prime contractor for this project. To lead the analysis of traffic crash and roadway data, Public Works has partnered with Urban SDK of Jacksonville, Florida. To assist with roadway design, Public Works has partnered with Haskell of Jacksonville, Florida.

URBAN SDK

Urban SDK provides state and local governments with a transportation system of record to monitor roadways and act more efficiently. Their software delivers speed, volume, congestion, and safety data on all local roadways. This information helps officials quickly respond to public concerns, diagnose and prioritize at-risk roadways, measure the effectiveness of traffic calming initiatives, and share their findings with citizens and council members. Urban SDK is headquartered in Jacksonville, Florida; its traffic management software is employed by nearly 100 organizations across 20 states – including roughly 40 agencies in the state of Florida.

HASKELL

For over 50 years, Haskell has built a reputation of certainty as a technically strong design-builder. Haskell's Planning + Design Collaborative builds on this legacy, thoughtfully integrating our in-house team of planners, architects, landscape architects, engineers, and visualization specialists. Our aim is to create better places. From cities and campuses to transportation networks and the natural environment, we plan, design, and implement people-focused solutions. Our goal is creating healthy, vibrant, safe, accessible, and resilient communities and infrastructure, reflecting the values and aspirations of those for whom we work. Together, we're not just planning for today - we're envisioning the next 20 years and beyond. Because the best places don't happen by accident - they happen by design.

1.1 PROJECT TEAM

Eric B. Schnurer – President, Public Works, and Corporate Officer-in-Charge

Eric B. Schnurer, president of Public Works, has been helping high-level government decision-makers realize budgetary savings since 1993, when he served as chief-of-staff to the Acting Governor of Pennsylvania. He has since helped make Public Works one of the leading firms in the country offering structured performance reviews of government agencies. As chief-of-staff, Mr. Schnurer personally oversaw design of the Acting Governor's budget proposal, including detailed savings across state government to pay for a large business tax cut. He also served, by appointment of governors of both political parties, on the Pennsylvania Commission on Crime and Delinquency, and as a Commissioner of both the Delaware River Port Authority – a bi-state commission charged with the economic development of the ports of Philadelphia, PA and Camden, NJ, as well as oversight of four interstate bridges and an interstate high-speed transit line. As chief-of-staff to the Pennsylvania lieutenant governor prior that, he oversaw the state's Emergency Management Agency, which reported directly to his office. He also served as a commissioner of Philadelphia Facilities Management Commission.

Mr. Schnurer has written and lectured extensively on government efficiency and reorganization, including for *Governing Magazine*, the Council of State Governments, and the Aspen Institute. He has written on government for publications ranging from *US News & World Report* to the *New York Times*, and taught at the Harris School of Public Policy Studies at the University of Chicago, the Watson Institute for International and Public Affairs and the Taubman Center on Public Policy at Brown University, the University of Pennsylvania, Drexel University, and Temple Law School. A former civil rights attorney and associate federal special prosecutor, Schnurer has worked served as president of the Drum Major Institute, a think tank founded by Rev. Dr. Martin Luther King, Jr.

John Petro – Project Manager

John M. Petro is a seasoned policy analyst with extensive experience advising public officials and has been employed with Public Works since August of 2021. John moved to Key West in 2021 and is currently leading the City’s strategic planning efforts.

Most relevant to this project, John was the lead author and researcher for the 2011 report *Vision Zero: How Safer Streets in New York City Can Save More Than 100 Lives A Year*. The report introduced the concept of Vision Zero to New York City, which went on to be the first city to adopt the Vision Zero framework. The report included an analysis of crash data, comparing traffic fatalities with firearm homicides, and comparing traffic fatality rates with other world cities. The report included recommendations for safety interventions including roadway design, enforcement, community engagement, and government coordination.

Since joining Public Works, John has served as project manager on a strategic plan for the Housing Opportunities Commission of Montgomery County, Maryland (HOC). HOC is considered one of the most innovative public housing agencies in the country and commands a \$340 million operating fund and \$255 million capital budget. John was research manager for the 10-year housing plan we completed for the Government of the Cayman Islands, a British overseas territory with 70,000 residents. And John also served as project manager for our efficiency review of the City of McComb, Mississippi, a city of approximately 14,000 people. In addition, John led an organizational, programmatic, and policy review of the Baltimore County Department of Housing and Community Development and the Department of Recreation and Parks; an organizational review of the economic development department of Delaware County, PA; a report on best practices in equitable code enforcement for the City of Des Moines, IA; and an organizational review of the Office of Management and Budget of the U.S. Virgin Islands.

Before joining Public Works, John served as Housing Policy Analyst for the New York State Attorney General, advising on housing and community development policy, programs, and litigation. In this role, he developed programs to stabilize the housing stock across New York State, to develop and preserve affordable housing, and to protect tenants and homeowners. Mr. Petro took a lead role in the office's efforts to encourage housing stability among homeowners, including efforts to prevent and uncover deed theft, to reform the New York City tax lien sale, and to

preserve low-income cooperative housing. Mr. Petro also contributed to the office's response to changes to the state's rental stabilization laws, with the goal to promote housing stability among low-income tenants.

Dr. Linda Rhodes – Stakeholder Engagement and Equity Lead

Vice President of Public Works LLC, Dr. Linda Rhodes, served as a state Cabinet secretary in Pennsylvania; was nominated by President Bill Clinton to serve as COO of the Social Security Administration, the nation's largest domestic agency; and was the founding director of the Hirtzell Institute on Health Education & Aging at Mercyhurst University, for which she has developed numerous programs to attract and promote minority youth in the health professions. An expert on stakeholder engagement, she holds a doctorate in education and human development from Columbia University.

In her most similar and recent prior engagement to this project, Dr. Rhodes led our efforts to co-create a three-year strategic plan with the United Way Suncoast, a nonprofit serving thousands of children and families in the Tampa Bay, Florida region. This plan, developed from September 2020 to March 2021, was designed to respond to the ever-evolving demands of the global pandemic and built upon the organization's mission and foundation to develop goals, objectives, and strategies that would meet the increased needs of their priority populations. Linda identified both programmatic and advocacy priorities, conducted more than eight focus groups, and engaged a broad range of stakeholders, including community members, frontline service providers, nonprofit executives, program impact and resource development staff, community foundations, and others. This effort also included leading a case-study exercise with staff to strategize how and when the agency would utilize each of its change-making levers (public policy/advocacy, direct service, community investments, capacity-building, and innovations) to achieve the most impact and developing a new Community Investment Framework for the organization. This framework articulated four funding streams (Impact Grants, Equity Grants, Nonprofit Excellence Grants, and Agility & Innovation Grants), identified clear criteria for organizations applying for funding, and outlined a key set of investment principles, including accountability, shared learning and training, commitment to results, and equity, diversity, & inclusion. The plan was built alongside the Board of Directors and organizational staff tasked with implementation throughout its entire development, creating a final product that all stakeholders felt they could “see [themselves] in because [they] had been brought along every step of the way.” Cultivating this broad buy-in and enthusiasm among stakeholders is a pillar of our strategic planning approach.

Dr. Rhodes also led the City of Dubuque, Iowa, through the 17-month creation of a strategic plan to reduce and prevent poverty. This process involved over 450 community residents in interviews, focus groups, and surveys. With the onset of the COVID-19 pandemic, however, we were unable to conduct in-person meetings or to hold a community-wide conference as was originally planned. Instead, under Linda's leadership, our team adapted to the demands of the time, creating and

leading eight “Caucus for Community” events – virtual gatherings with participation by a wide range of community stakeholders to more deeply understand their lived experience of poverty, as well as their perspectives on how to strengthen their communities. These gatherings also provided community members with the opportunity to review and prioritize a list of “Promising Practices” developed by the consulting team and Steering Committee for the City to consider. Throughout this process, the insights and experiences of Black and Marshallese residents in Dubuque – two historically disadvantaged communities experiencing disproportionate poverty compared to white residents – were centered in our research and recommendations. Our development of this Equitable Poverty Reduction and Prevention Plan for Dubuque offers a robust example of the kinds of engagement and planning processes we will employ in our work for the Appalachian Regional Commission. Our recommended establishment of an Office of Shared Prosperity, employing a Collective Impact approach, is underway, and we have been asked to return to support the community in implementing and moving this visionary plan forward.

Chris Hand – Florida Counsel for Public Works LLC

Chris Hand has a long record of public, civic, and legal service. He currently leads Hand Law, a Florida law firm which helps clients seek opportunities and solve challenges with government and advocates for clients in civil litigation, especially estate, probate, trust, and other fiduciary litigation matters.

From 2011 to 2015, Hand served as Chief of Staff at the City of Jacksonville – the largest city by area in the contiguous United States, 10th largest by population in the nation, and most populated city in Florida. As Chief of Staff, he led the advancement of strategic initiatives, coordinated Mayor Alvin Brown’s Cabinet of direct reports, and managed the Mayor’s Office team, with oversight for policy, advocacy, communications, outreach, and scheduling. Hand also led efforts to achieve pension reform and participated in economic development and Downtown Jacksonville revitalization initiatives.

In 2018, Hand returned to City Hall for the Task Force on Civil Rights History. Task force members were recognized with the Melody Starr Anne Bishop Community Service Award for “outstanding community involvement, public service, and commitment to enhancing and improving the quality of life for others.” He also authored the 50th Anniversary update to the chronicle of Jacksonville’s historic city-county consolidation: *A Quiet Revolution—the Consolidation of Jacksonville–Duval County and the Dynamics of Urban Political Reform*.

Hand has also been engaged with federal and state government. From 1996 to 2000, he served as speechwriter, campaign press secretary, and Senate press secretary for U.S. Senator and former Governor Bob Graham. With Graham, Hand is co-author of *America, the Owner’s Manual: You Can Fight City Hall – and Win*, a guide to helping Americans use their effective citizenship skills. He was a member of the Florida Department of Agriculture and Consumer Services 2018-2019 transition team.

Hand graduated from Princeton University's School of Public and International Affairs. He was honored with the Daily Princetonian Award for efforts to reform the university's then century-old Honor Code. Hand later graduated from the University of Florida's Levin College of Law. The law school student body elected him as president of the student bar association.

Hand is an author and speaker who provides political, legal, and governmental analysis for media outlets, including the monthly "Hand on Government" commentary for This Week in Jacksonville on WJXT Channel 4 (News4Jax.com) and a monthly appearance on the WJCT 89.9 FM public affairs show First Coast Connect. He has been active in Leadership Jacksonville, Leadership Florida, the Jacksonville University Public Policy Institute Board of Advisors, and Jacksonville Business Professionals.

Lucy Tuchman – Stakeholder Engagement Assistant

Lucy Tuchman is a public policy analyst with a steadfast dedication to data-focused solutions. With a strong foundation in community organizing, strategic management, and policy analysis, Lucy combines academic rigor with practical experience.

She holds a Master in Public Administration from the City College of New York's Colin Powell School for Civic & Global Leadership, graduating at the top of her class. Her capstone project focused on the impacts of city funding on health, education, and crime in low-income communities of color. Lucy also earned a Bachelor of Arts in Sociology, where she was recognized as a scholar and fellow by the Holleran Center for Public Policy & Community Action.

Lucy's professional background includes extensive experience in stakeholder engagement and survey development. As a former Program Manager for a national non-profit, she worked closely with communities across major U.S. cities and rural areas to identify service gaps and gather input for strategic initiatives. Her role included preparing funding proposals to build civic infrastructure and meeting with diverse stakeholders to address critical issues.

At Public Works LLC, Lucy led research and writing efforts for high-impact projects, including a notable project in Des Moines, IA, where she assessed and enhanced law enforcement data practices through comprehensive community engagement. Her work involved developing surveys, facilitating focus groups, and creating a framework for data policy and practice.

MOHSEN KAMRANI, PH.D. - DATA SCIENTIST, URBAN SDK

Dr. Kamrani obtained his Ph.D. in Civil Engineering (transportation) and MSc. of Statistics from University of Tennessee, Knoxville in 2018. He has 9 years of combined experience in academia and industry specializing in big data analytics, statistical modeling, machine learning, transportation safety, connected and automated vehicles. He has been responsible for research, development, and data analysis of several national, federal, state, and private funded projects. Prior to joining Urban SDK as senior data scientist, he published more than 30 peer-reviewed papers across his portfolio of expertise.

BRANDON ORR - VP OF PRODUCT, URBAN SDK

Brandon Orr is Urban SDK's VP of Product and a professional urban planner with over a decade of experience in land use and transportation. His experience includes developing long-range multi-modal transport plans and travel demand models, road safety plans, public transport strategies and transit-oriented development plans for communities across North America. Prior to joining Urban SDK, Brandon had worked in both the private and public sectors. His early career in public transit involved designing and implementing transit operations, whereas his role at state-level infrastructure departments had a focus on developing policy and economic plans to influence regional land use. His private-sector experience as a transportation planning consultant involved a broad range of regional and municipal projects including as a technical lead on Sidewalk Labs' Quayside Master Plan in Toronto where he developed novel curbside management models that laid the foundation for use in other communities including Tampa, Florida.

ANDREW LARTER - PRODUCT MANAGER, URBAN SDK

Andrew Larter is Product Manager at Urban SDK. Prior to joining the team, his background involved over 5 years of work experience in transportation engineering consulting. As a consultant, Andrew was a customer of Urban SDK, often spearheading use of its data to develop creative mobility solutions for communities across North America. In his current role, Andrew serves as a subject matter expert, applying that experience as well as his academic background in engineering and physics to plan and guide the development of Urban SDK's products. He and his team are focused on ensuring that the Urban SDK platform and data are optimally focused.

FREDERICK JONES – SENIOR ADVISOR OF ROADWAY PLANNING AND DESIGN, HASKELL

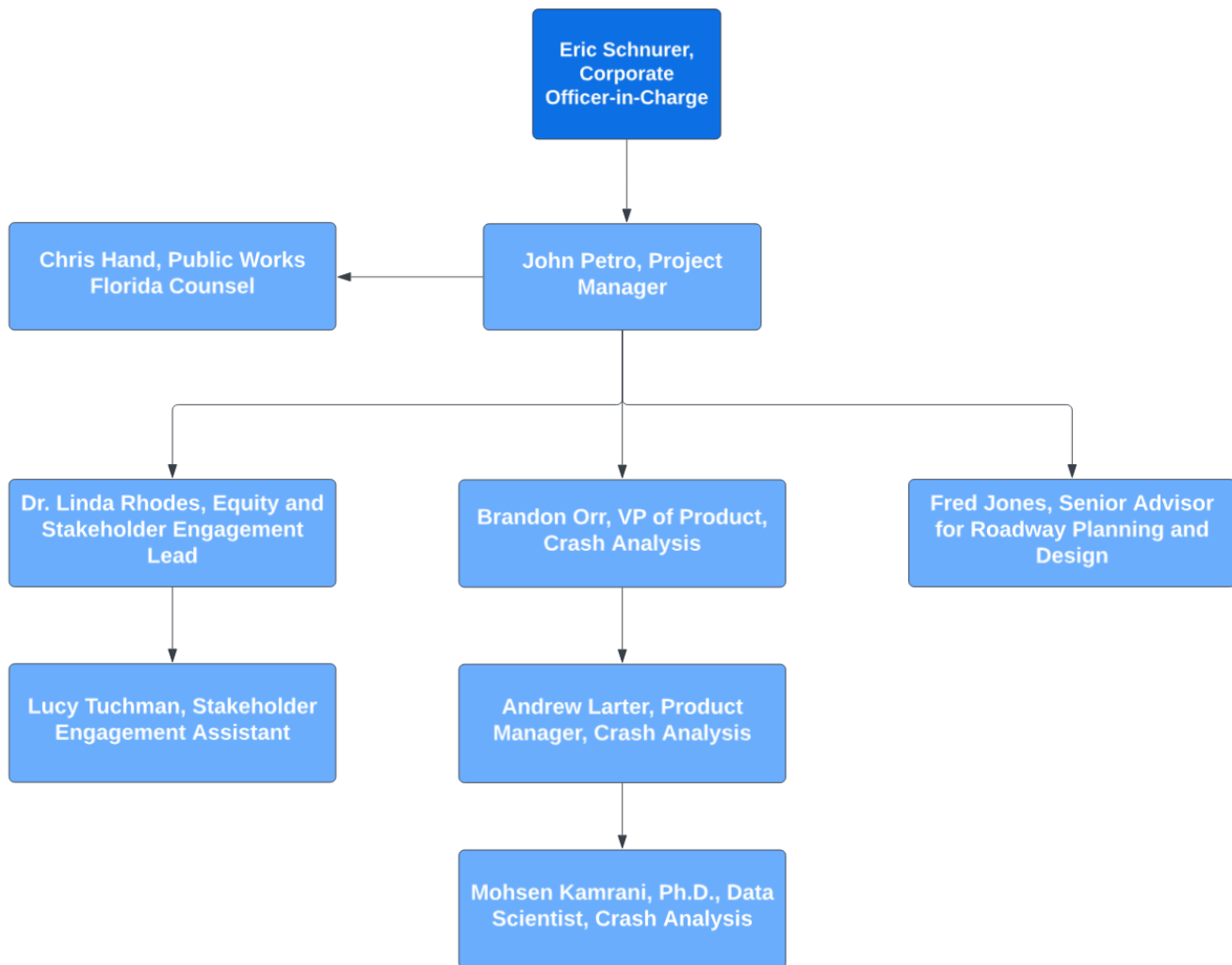
Fred serves as the director of Haskell's Planning & Design Collaborative. He holds more than 21 years of industry experience in multimodal transportation planning, safety, complete streets and active transportation, transit-oriented development, as well as experience in land use development, coding, and regulatory issues. Fred brings a focus on implementation through strategy, policy and design to resolve community and infrastructure barriers, inspiring communities to create lasting spaces and places. Mr. Jones' training in anthropology led to his career in planning as he believes "urban planning is anthropology."

Mr. Jones is a subject matter expert and advocate for active transportation, sitting on the National Complete Streets Coalition Steering Committee as part of Smart Growth America. He also served as Vice Mayor of the City of Neptune Beach, FL which was recognized as having one of the best Complete Streets Policies of 2018. He led several strategic planning initiatives including a Citywide Visioning plan as well as the implementation of an active transportation network (including the installation of a 1.6 miles segment of the East Coast Greenway through the City limits). Most recently, he provided federal testimony to the US House of Representatives Transportation and

Infrastructure Committee on roadway safety and new performance measures to foster greater accountability. He is currently a member of the City of Jacksonville, FL Downtown Development Review Board.

Mr. Jones is a Certified Planner and Roadway Safety Professional with a master’s degree in Urban and Regional Planning from the Florida State University.

1.2 ORGANIZATIONAL CHART



2. EXPERIENCE AND REFERENCES

Public Works – Avondale Homelessness Resolution Strategy and Implementation Plan



Access final report [here](#).

In 2023, Public Works was hired by the City of Avondale, Arizona to complete a homelessness resolution strategy and plan. Avondale is located in the western valley of the Phoenix metropolitan area, and residents were concerned by a perceptible increase in homelessness in the city. Avondale’s newly established Homeless Services Division needed a strategic plan to understand 1) the underlying problem; 2) what resources were available; 3) the service provider ecosystem; 3) and what strategies could be employed to end homelessness in Avondale. Stakeholder engagement included interviews, three surveys (including a survey of those experiencing homelessness), four focus groups, and a public symposium attended by 120 residents. The final report included 74 recommendations to address affordable housing production, eviction prevention, temporary shelter, coordination of emergency services, services for transitioning out of shelter, and more.

Cayman Islands 10-Year Public and Affordable Housing Plan

Cayman Islands 10-Year Public and Affordable Housing Plan



Public Works is in the process of finalizing our final report for the Government of the Cayman Islands, a British Overseas Territory in the Caribbean. The Cayman Islands has experienced tremendous population growth and an influx of foreign capital over the past decade, and access to affordable housing opportunities for native Caymanians is a top concern. We led a multi-stage stakeholder engagement process, including a survey, focus groups, a livestreamed town hall event, and separate town hall events for the “Sister Islands” of Cayman Brac and Little Cayman. Our research investigated the cost of housing, the Islands’ development process, zoning, building codes, mortgage finance, insurance, and resiliency against natural disasters. We developed an implementation plan and funding plan to put the Cayman Islands on track to develop more housing that is affordable to Caymanians.

City of Equitable Poverty Reduction and Prevention Plan



In 2020-2021, Public Works led the City of Dubuque, Iowa through a 17-month planning process to address poverty. Our development of this Equitable Poverty Reduction and Prevention Plan for Dubuque involved over 450 community residents in interviews, focus groups, and surveys. We also solicited 236 survey respondents through a public e-poll. With the onset of the pandemic, however, we were unable to continue with in-person engagements. Instead, we conceived and led eight “Caucus for Community”

events – virtual gatherings with participation by a wide range of community stakeholders – to gain community perspectives on poverty in Dubuque. Through these gatherings, we were able to lead a discussion that prioritized a list of Promising Practices that the consulting team and Steering Committee had identified for the City to consider. We also produced a video describing poverty’s impact through the lives of Dubuque residents experiencing it. This video became the centerpiece of these caucuses, followed by a lively Power Point presentation that set the stage for an informed community discussion. The video can be viewed online through the City’s website for the initiative, or directly by going to the video, [Taking on Poverty: Dubuque’s Equitable Poverty Reduction & Prevention Plan](#), and the full [Equitable Poverty Reduction and Prevention Plan](#).

Public Works - Des Moines Report on Best Practices for Data Collection for Equitable Law Enforcement and Code Enforcement

Access final report [here](#).



In 2022 the City of Des Moines, Iowa, retained Public Works to study best-practices in data collection and analysis of policing, as well as housing code enforcement, practices nationwide. Stemming from community concerns about inequitable enforcement, Public Works engaged with over 400 stakeholders. We produced two reports, totalling over 300 pages, on the current and ideal states of data collection and steps the City could take to move to data-informed law and code enforcement decision-making. Click [here](#) for a copy of the report focused on law enforcement, and [here](#) for our code enforcement report.

L.A. County, CA Justice Advisory Board Redesign



In 2023 we completed a project for Los Angeles County in which we reviewed their justice advisory board structure—a sprawling and siloed structure of advisory boards that was developed over the decades in a patchwork fashion—in order to better reflect the County’s strategic “Care First, Jails Last” approach. The current “jails-first” approach has disproportionately impacted Black, Brown, and LGBTQ+ communities. The new advisory board structure will better serve the County’s goals and ensure that equity and inclusion are centered in future decision-making at the board level.

United Way of Suncoast Strategic Plan



United Way Suncoast

In 2020, Public Works completed a six-month strategic planning exercise for the United Way Suncoast, a five-county non-profit entity in the Tampa Bay region of Florida. We were retained to design and implement a deliberative, community-based process in order to develop and deliver a new strategic plan by mid-April 2021. The process has engaged Suncoast stakeholders and infused research-based information to establish the organization's strategic priorities for the next three years. Over 800 individuals from the community responded to the community needs survey to bring insights from donors, community partners and volunteers across the Suncoast region. Information from this survey, interviews, the internal capacity assessment – a web-based tool designed specifically to help nonprofits better understand their organizational capacity – and seven focus groups converged for analysis of patterns and insights that describe the challenges and opportunities that affect the United Way Suncoast mission. We led the organization's leadership through a virtual six-hour planning retreat that featured a wide array of new interactive online techniques including instant polling, “waterfalls” of ideas as they emerge, real-time online “word clouds” (above right) and virtual “sticky notes” (middle right) and “whiteboards” (lower right) for brainstorming. We have made the strategic planning process work remotely during the pandemic, and made it just as dynamic as in-person – if not more so.

City of McComb, MS Efficiency Review



Earlier this year, Public Works completed an efficiency review for the City of McComb, Mississippi, a small city in a rural area two hours north of New Orleans. The Board of Selectmen requested that Public Works LLC study the operations of City government to determine whether the City was spending money wisely and efficiently. Our report included recommendations for the City to improve operations, strengthen policies and procedures, and find ways that the City can deliver services more effectively, faster, or cheaper. We put forward 54 recommendations, with estimated annual savings between 9 and 22 percent of the City's budget.

2.1 REFERENCES

Project	Client Reference	Contact Information	Dates of Service	Budget/ Compensation
City of McComb Efficiency Review	David Myers, City Administrator	City of McComb 121 3rd St McComb, MS 39648 (601) 684-4000 dmyers@mccomb-ms.gov	November 2023 – May 2024	\$150,000
Avondale Homelessness Resolution Strategy	Brian J. Planty Homeless Services Manager	City of Avondale 11465 Civic Center D, Avondale, AZ 85323 (623) 333-2783 bplanty@avondalez.gov	September 2023 – May 2024	\$150,000
Des Moines Law and Code Enforcement Best Practices in Data Collection	Malcolm Hankins Assistant City Manager	City of Des Moines 400 Robert D. Ray Dr Des Moines, IA 50309 (515) 283-4239 mahankins@dmgov.org	August 2021 - April 2022	\$85,000
City of Dubuque Poverty Prevention Strategic Plan	Michael Van Milligen, City Manager	City of Dubuque 50 W 13th St Dubuque, IA 52001 563 589-4210 563 690-6678 ctymgr@cityofdubuque.org	September 2019 – March 2021	\$200,000
United Way Suncoast Strategic Planning	Jessica Muroff, Executive Director	United Way of Suncoast 4925 Independence Pkwy Suite 120 Tampa, FL 33634 (813) 924-6755 jmuroff@uwsuncoast.org	September 2020 – June 2021	\$135,000
Community Fund for Children and Youth Community Needs Assessment and Strategic Plan	Patrick Seals, Administrative Chief	Dept of Children and Youth 450 Civic Center Plaza, Suite 300 Richmond, CA 94804 (510) 307-8016 Patrick_Seals@ci.richmond.ca.us	January 2024- August 2024	\$215,000

3. APPROACH AND METHODOLOGY

3.1.1 PROJECT APPROACH

Public Works has refined its project approach over the firm's 29-year history. Our basic approach is highly adaptable—it can be and has been applied to all substantive areas of government. Our strategic planning model is scalable and allows us to adjust the approach based on the size and/or particular circumstances of an engagement. We are a boutique consulting firm, and our approach is personalized and hands-on. Our staff have dedicated their lives to making government work better, and our passion for this work is demonstrated by our track record of successful project management and execution.

For this project, our Project Manager will be based in Key West and will be available for in-person meetings and engagements, to attend public meetings and events, and conduct stakeholder engagement and outreach in the local community.

We ask that City of Key West appoint a Key West Project Lead who will serve as the primary point of contact and will be responsible for ensuring that the Public Works project team receives the data, feedback, and logistical support necessary to guarantee a successful project. We also request that the City form a Project Leadership Team that includes the Project Manager as well as one or two other members, at least one of which should have the authority to give policy direction.

In addition, the RFP references the creation of a Task Force made up of staff from City departments and the community. We will facilitate the creation of the Task Force and convene meetings to present findings and recommendations.

We propose that the Public Works Project Manager and the Key West Project Lead meet once a week, at least during the first few months of the engagement, to ensure that the project stays on track and to develop the stakeholder engagement plan.

We will host a project launch meeting that will include key members of the Public Works project team and the Key West Leadership Team. The launch meeting sets the tone for the project, prioritizing regular and ongoing communication among project leadership. Informed by the launch meeting, we will finalize a detailed project plan and schedule for your approval.

3.1.2 METHODOLOGY

The RFP splits the scope of work into 11 different tasks, each with a deliverable. For the purposes of this proposal, we are dividing the tasks into five project components or phases: 1) Best practices research; 2) Equitable stakeholder engagement; 3) Crash data analysis; 4) Regulatory and policy review; and 5) Recommendations and Implementation.

BEST PRACTICES RESEARCH

Our Project Team has extensive experience conducting best practices research in a wide array of policy fields. Best practice research includes both desk research and learning directly from practitioners. In some cases we will contact individuals from another jurisdiction to talk to them directly about how certain policy approaches have worked for their city.

For this project, we will conduct research on best practices in Vision Zero goal setting as well as best practices in safe systems design, laws and ordinances related to street safety and enforcement, and implementation. We will develop insights into policies that lead to more equitable outcomes in relation to transportation and traffic safety.

EQUITABLE STAKEHOLDER ENGAGEMENT

Our stakeholder engagement approach will focus on equity, which means meeting communities where they are and allocating resources and opportunities to create equal outcomes for all community members. In the context of traffic safety, it is often disadvantaged communities that bear the highest burden, in this case in terms of commute times and access to jobs, exposure to risk from traffic crashes, and environmental consequences of the transportation network (such as low-income areas situated next to high-traffic corridors with few amenities.)

In the case of Key West, an equitable stakeholder engagement framework will mean using tools to reach communities that speak Creole and Spanish and reaching areas of the City such as Stadium Trailer Park, as well as communities outside of the City such as Stock Island, Boca Chica, and the mooring field. It will mean balancing outreach and engagement in New Town and Old Town, as views towards transportation tend to vary between these two areas.

Stakeholder engagement activities listed in the RFP include an online survey, public workshops, and on-going engagement at City-sponsored events. In addition, we recommend conducting key stakeholder interviews (up to 20) and focus groups (up to three).

In order to ensure that responses to the survey are diverse and represent the community, we will post survey administrators in the community to solicit responses, such as at grocery stores, and employ administrators that speak Creole and Spanish. We will work with local schools to distribute the survey to parents and distribute the survey at public events.

CRASH DATA ANALYSIS

Urban SDK has experience obtaining and collecting Signal 4 data for several cities, counties, and state departments within the State of Florida. They will collect Signal 4 data and cross-reference fatality information for accuracy with key stakeholders including:

- Florida Highway Patrol (FHP),
- Monroe County Sheriff's Office (MCSO), and

- Key West Police Department (KWPD).

In addition to collecting Signal 4 data, Urban SDK proposes to collect and provide their in-house data to enhance the development of a High Injury Network (HIN) and Hot Spot Safety analysis including: Traffic Speed, Traffic Volume, and Road Characteristics data on all public roadways within the City of Key West. This will enable the Comprehensive Safety Action Plan to take a more holistic approach to crash analysis that can consider both the operational conditions of how traffic uses each roadway, as well as the design dimensions of road lanes, pedestrian facilities, and cycling facilities to understand any underlying correlations between crashes and road design.

- In-house Traffic Speed data is collected through raw vehicle telemetry data provided by HERE technologies which is processed by Urban SDK for the purposes of city planning.
- Traffic volume data is estimated based on Urban SDK’s traffic volume model for the State of Florida that is developed based on state ground truth counts and location based services (LBS) data. The model uses machine-learning in combination with other contextual data to estimate the average annual daily traffic (AADT) for each roadway.
- Road Characteristics data is collected through aerial imagery and machine-learning algorithms for extracting road, bike, and pedestrian facility feature measurements.

In order to provide metrics that measure equity, Census data will be collected by Urban SDK through the Census Bureau, and Transit GTFS data will be collected by Urban SDK via the public GTFS feed. Census data will enable us to integrate socio-economic considerations like age, gender, race, income, equity, and housing to factor into the crash analysis methodology. Many socio-economic factors like income and age can have varying influences on the types of safety issues. Likewise, transit stop placement and routing also have their own impacts on road safety including the types of calming measures that can be implemented on roads where transit operates, as well as elevated pedestrian and cyclist activity near stops as a result of first/last-mile connections. Census Data will be collected for the most recent census year, and transit data will be collected for the most recently published service schedule via GTFS at study onset.

Data Input	Analysis Metrics	Source
Signal 4 Crashes	<ul style="list-style-type: none"> • Crashes by Severity and Mode 	Signal Four Analytics
Speed Limits	<ul style="list-style-type: none"> • Speed Limits 	City of Key West
Road Class	<ul style="list-style-type: none"> • Interstates • Highways • State Roads • Arterials • Local Streets 	City of Key West

Transit Network	<ul style="list-style-type: none"> • Routes • Stops • Frequencies 	Transit GTFS feed - via http://data.trilliumtransit.com/gtfs/keywest-fl-us/keywest-fl-us.zip
Demographics	<ul style="list-style-type: none"> • Population • Age • Gender 	Census Bureau
Housing	<ul style="list-style-type: none"> • Household Density • Household Size • Household Vehicle Availability • Median Household Income • Disadvantaged Communities • GINI Index 	Census Bureau
Traffic Speed	<ul style="list-style-type: none"> • Average • 85th Percentile • 95th Percentile 	Urban SDK - collected via vehicle telemetry and processed by Urban SDK.
Traffic Volume	<ul style="list-style-type: none"> • Average Annual Daily Traffic (AADT) • Vehicle Miles Traveled (VMT) 	Urban SDK - estimated and processed via Urban SDK's state volume model developed using location based services (lbs), state ground truth counts, and machine learning.
Road Network Characteristics	<ul style="list-style-type: none"> • Number of Lanes • Average Lane Width • Median Width • Driveways • On-Street Parking 	Urban SDK - collected via satellite imagery and processed to tag road feature measurements data to Urban SDK's linear referencing system (LRS).
Pedestrian Network Characteristics	<ul style="list-style-type: none"> • Facility Type • Width • Separation from Road • Level of Traffic Stress Index 	Urban SDK - collected via satellite imagery and processed to tag pedestrian network feature measurements to Urban SDK's linear referencing system (LRS).
Cycling Network Characteristics	<ul style="list-style-type: none"> • Facility Type • Width • Separation from Road • Level of Traffic Stress Index 	Urban SDK - collected via satellite imagery and processed to tag cycling network feature measurements to Urban SDK's linear referencing system (LRS).

REGULATORY AND POLICY REVIEW

The Public Works Team will review relevant city ordinances, regulations, policies, and practices as well as relevant state laws and regulations. The aim is to understand how these policies either help or hinder the City make progress towards Vision Zero. To augment our review, we will hold interviews with key stakeholders such as the Police Department, EMS, the City Attorney's Office,

the Planning and Engineering Departments, school officials, and others. This review will be performed by the Public Works project manager and legal counsel.

RECOMMENDATIONS AND IMPLEMENTATION

Based on the findings and conclusions of the activities described above, we will develop recommendations that will include both strategies and specific projects intended to reduce traffic crashes that result in injury. These recommendations will be ranked based on a prioritization framework that considers a recommendation's impact on safety as well as the impact on equity.

- The recommendations will include:
- A definition of the problem or issue that the recommendation is to address;
- Findings and data about the current state
- Relevant benchmarking or best practice research
- Implementation guidance.

All our recommendations include a clear statement of anticipated outcomes and include high-level major milestones and schedule for implementation. Our implementation plans address the following questions:

- What underlying authority is needed?
- Can the recommendation be implemented by a change of procedures, or does it require regulations, an Executive Order or legislation?
- Who is responsible for carrying out the plan?
- What are the major steps required?
- What are funding availability and/or constraints?
- What Key Performance Indicators or other metrics signal attainment?
- What is the timeframe for major milestones and complete implementation?

Before we issue final recommendations, we propose that the Public Works Project Team present our ideas before the Key West Leadership Team in what we call at Tollgate Meeting. Our goal in every project is to present thoughtful, practical recommendations that are fully supported by all stakeholders. To make sure that our work meets your expectations and is fully aligned with your objectives, we schedule one or more Tollgates – formal meetings with key decision-makers to review preliminary findings and build consensus about priorities for implementation. The tollgates provide all parties with an opportunity to raise and discuss questions and concerns that are central to successful implementation.

We will deliver a final report, called the Action Plan, that includes all of the sub-deliverables listed in the RFP, as well as present the Plan to the Sustainability Board and City Commission.

Finally, we will deliver an executive summary of proposed implementation grant activities. In collaboration with the Key West Leadership Team, we will evaluate the projects identified in the Action Plan and select the top candidates for an implementation grant. The executive summary will include a narrative of the project, supporting data about the necessity of the project, maps, cost estimate, and project schedule.

Deliverables	<ol style="list-style-type: none">1. Project Plan2. Vision Zero Goal Memo3. Task Force Meeting Materials4. Equity Framework Technical Memo5. Community Engagement Framework6. Community Engagement Technical Memo7. Crash Data Analysis Technical Memo8. Policies, Guidelines, and Standards Technical Memo9. Prioritization Methodology10. Projects and Strategies Technical Memo11. Evaluation and Reporting Technical Memo12. Action Plan13. Grant Implementation Executive Summary
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3.2 PROJECT TIMELINE

	Oct			Nov			Dec				Jan				Feb			Mar							
	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	3	10	17	24	31
Project Launch																									
Vision Zero Goal Setting																									
Best practices research																									
Consultation w/ City Staff & Commission																									
Vision Zero Targets																									
Equity Framework																									
Community Consultation																									
Technical Memo																									
Community Engagement																									
Engagement Framework																									
Webpage / Social Media																									
Survey																									
Workshops																									
Technical Memo																									
Crash Analysis																									
Data Collection and Methodology																									
Analysis																									
Technical Memo																									
Policy and Regulatory Review																									
Technical Memo																									
Projects and Strategies																									
Prioritization Methodology																									
Project Identification and Development																									
Technical Memo																									
Evaluation and Reporting																									
Technical Memo																									
Action Plan																									
Action Plan Document																									
Presentation to Relevant Boards																									
Implementation Grant Assistance																									

3.3 PROJECT BUDGET

Our budget for this project is based on our estimated hours to complete each task as described in this proposal, and a blended professional staff rate of \$225.

Other direct costs (ODCs) that are anticipated to complete the work as described are listed separately and are subject to client approval.

Task/Subtask	Est. Hours	Budget
Task 1: Project Administration	232	\$52,200
Task 1.1	Kick-off meeting with City Staff to discuss communication, procedures, and Project expectations, including invoicing, quarterly reporting, and all other relevant Project information.	
Task 1.2	Project Administration including managing the consultant team, quality control and delivery of all work products, ensuring Project tracking and monitoring for on time and budget completion, and ongoing meetings and client consultation.	
Task 1.3	Project Management, to include maintaining a joint-access, web-based repository of Project-related documents, including schedules, meeting minutes, contact lists, resources, photos, and other key documents. Prepare and maintain access to meeting minutes; provide monthly invoicing and quarterly reporting.	
Task 2: Vision Zero Goal	53	\$11,925
Task 2.1	Conduct research on best practices in Vision Zero goal setting. Work with City staff and the City of Key West Commissioners to develop and adopt a goal. The goal will either include a series of target dates to achieve significant declines.	
Task 3: Task Force	226	\$50,850
Task 3.1	Work with the City to organize and develop a task force charged with the plan's development, implementation, and monitoring. The Task Force will comprise relevant staff from various departments (e.g., planners, engineers, first responders, communications staff), as well as community members.	
Task 3.2	Task Force Meetings: Share information on Project phases (Tasks 4-10) and solicit feedback as appropriate, meeting approximately six (6) times during development of the Action Plan. Prepare materials and develop and circulate agendas and minutes.	
Task 4: Equity Framework	143	\$32,175

<p>Task 4.1</p>	<p>Draft Equity Framework: The consultant – with support from the client – will identify appropriate partners to collaboratively develop an Equity Framework. This scope of work integrates equity throughout the planning process. Task 4 (Equity Framework) will begin by defining equity, setting an equity-related goal, and providing an outline for the remainder of the framework, which will be further developed within subsequent tasks (5-9) as follows:</p> <ul style="list-style-type: none"> • Strategies for equitable engagement in Task 5 (Community Engagement) • Metrics to measure equity in Task 6 (Crash Analysis) • Addressing equity through policies and projects in Tasks 7 and 8 Policies, Guidelines & Standards and Projects & Strategies) • Measuring and reporting progress toward equity in Task 9 (Evaluation & Reporting) 		
<p>Task 4.2</p>	<p>Equity Framework Technical Memorandum: Consultant will produce a draft and final technical memorandum on the development of the equity framework, with the final version submitted at the conclusion of Task 9.</p>		
<p>Task 5: Community Engagement*</p> <p><i>* Venue costs, paid promotion/advertising, participant incentives/stipends, printing/production, and translation/interpretation costs associated with Task 5 are not included in labor costs here but are presented as optional other direct expenses (ODCs) below.</i></p>		<p>469</p>	<p>\$105,525</p>
<p>Task 5.1</p>	<p>Develop a community engagement framework outlining the proposed approach to equitable engagement. Detail key outreach events, timelines, social and traditional media engagement opportunities, and language/translation needs, among other elements.</p>		
<p>Task 5.2</p>	<p>Project Webpage, Online Survey, and Social Media: Provide support to City staff in developing the Project webpage, online survey and social media content. The City will host the web page and will develop, refine and post content with consultant assistance.</p>		
<p>Task 5.3</p>	<p>Public Workshops: Community outreach will feature a mix of in-person public workshops and online participation at three phases over the life of the Project. Workshops will be advertised using the multimedia approach outlined in the Community Engagement Framework, focusing on engaging historically disadvantaged and geographically diverse community members, and will feature bilingual materials, if required. Web-based input shall utilize the previously mentioned web-based survey and mapping.</p> <ul style="list-style-type: none"> • The first phase will focus on systemic and geographic trends identified by crash analysis and will solicit community input regarding safety issues and concerns. • The second round of outreach will present a series of draft recommendations – for Policies, Guidelines and Standards (Task 7) and Project and Strategy Development (Task 8) – for input. 		

	<ul style="list-style-type: none"> The third round of outreach will present the draft Action Plan and accept minor revisions to ensure the adoption of the Plan by the Client. 	
Task 5.4	Ongoing Community Events: Support City-led outreach at up to two major community events, as needed to increase awareness of the Action Plan, identify issues, and solicit feedback. Events will be determined by the Client, with consultant input, and may not require on-site attendance.	
Task 5.5	Community Engagement Technical Memoranda: Produce draft and final technical memoranda outlining the development and results (input received) of the community engagement process.	
Task 6: Crash Analysis*		
<i>*Expenses associated with data access for this task are listed in ODC's below.</i>		
	298	\$67,050
Task 6.1	Data Collection and Development: Collect data for severe and fatal crashes occurring over the last 5 years within the entirety of the City of Key West (including portions of Stock Island). Retrieve GIS, tabular and crash report data from Signal Four Analytics. Fatality data will be verified by cross-referencing Florida Highway Patrol (FHP), Monroe County Sheriff's Office (MCSO) and Key West Police Department (KWPD) data. We may edit other crash data as needed to correct geolocation or other significant errors. We will use functionally classified road data, as well as transit, bicycle, and pedestrian facility datasets, for base mapping and analysis. Road data may be augmented with volume, speed and horizontal curvature data, pending availability. We will acquire demographic data – specifically regarding disadvantaged communities – to support equity analysis (Task 6.2) and the Equity Framework (Task 4). This task may include additional and specialized data collection and development as needed for selected analyses.	
Task 6.2	Develop Crash Analysis Methodologies: Propose methods to identify both geographic and systemic crash trends, including, but not be limited to development of a High Injury Network (HIN), Hot Spot Analysis, and identification of primary crash types – framed as a combination of transportation system and behavioral factors – with a focus on potentially preventable crashes. Undertake detailed review of crash report narratives and diagrams, desktop analysis, and, in some instances, site visits. Crash analysis will also include a meta-analysis of crashes and inequity to better understand and mitigate disparate impacts of traffic crashes on disadvantaged communities.	
Task 6.3	Process data needed to perform the crash analyses described in Task 6.2 (e.g., build networks, aggregate street segments, etc.); perform the analyses and summarize results using maps, statistics, and charts for client input and refinement.	
Task 6.4	Produce draft and final technical memoranda, outlining data collection and development, crash analysis methodologies and results.	

Task 7: Policies, Guidelines & Standards		90	\$23,390
Task 7.1	Analyze existing policies, guidelines, and standards and assess their support of the City's Vision Zero goal.		
Task 7.2	Recommend new and/or revised policies, guidelines, and standards to better support the City's Vision Zero goal, and develop specific implementation plans for all recommendations		
Task 7.3	Policies, Guidelines, and Standards Tech Memo: Draft a final technical memorandum, including an analysis of existing and recommended policies, guidelines, and standards.		
Task 8: Projects & Strategies		111	\$24,975
Task 8.1	Identify Projects & Strategies: Use insights gleaned from the crash analysis, and best practices in Safe Systems design, to identify geographic and systemic projects and strategies to advance the City's Vision Zero goal. Specific methods for identifying projects and strategies will be shared with the client for review and revision.		
Task 8.2	Prioritization Methodology: In consultation with the client, develop a methodology for prioritizing projects and strategies identified. Anticipated inputs include, but are not limited to, projected safety impact, equity impact, and feasibility – and will be defined within this task.		
Task 8.3	Prioritize all Projects & Strategies according to the method defined in Task 8.2 and refine as needed to address safety and equity issues identified by the Action Plan. For all projects and strategies identified, provide timeframes for implementation and potential funding sources.		
Task 8.4	Projects and Strategies Technical Memorandum to describe the identification and prioritization of Action Plan projects and strategies, including relevant maps, process diagrams, and charts.		
Task 9: Evaluation & Reporting		48	\$10,800
Task 9.1	Produce a technical memorandum providing a structure for the City's evaluation and reporting processes for its Action Plan that will specify that safety and equity outcome data be made publicly available (online) at specified time intervals (e.g., annually).		
Task 10: Action Plan		126	\$28,350

Task 10.1	Assist City Staff in preparing a presentation of the Action Plan to the Key West Sustainability Advisory Board and the Key West City Commission.
Task 10.2	Develop Action Plan Document to include the following sections: Executive Summary Vision Zero Goal Task Force Equity Framework Community Engagement Crash Analysis Policies, Guidelines, & Standards Projects & Strategies Evaluation & Reporting Documentation of Board Approvals/Adoptions
Task 11: Implementation Grant Assistance	
Task 11.1	<p>Identify Implementation Grant Projects and Strategies: Once the priority projects and strategies are identified in Task 8, review candidates and help to identify top candidate(s) for an implementation grant, those with strong potential to positively impact safety, and which may be combined as a coordinated and coherent project.</p> <p>The deliverable for this task will be an Executive Summary of the proposed Implementation grant activities, including a project name, brief narrative, map(s) showing the location and extent of geographic and systemic improvements, planning level cost estimate, and project schedule.</p>
Task 11.2	<p>Implementation Grant Assistance: Assist the City in developing the following deliverables in support of an Implementation grant for the project:</p> <ul style="list-style-type: none"> • Benefit/Cost Analysis (BCA) • Write-up Detailed Cost Estimate • Detailed Project Schedule • Performance Measure Narratives on: Equity Impact Climate Impact Labor and Work Force Critical Infrastructure Security and Resilience

ANTICIPATED ODCS ARE SUBJECT TO CLIENT APPROVAL AS NEEDED. NOT ALL ODCS MAY BE REQUIRED.

ODC 1	Stakeholder Participation Incentives	\$2,500
ODC 2	Venue/Equipment/A/V/Technology Expenses	\$3,000
ODC 3	Meeting Refreshments	\$2,400

<i>ODC 4</i>	Stipends for Community Based Organization (CBO) outreach partnerships to reach targeted communities	\$6,000
<i>ODC 5</i>	Paid advertising and promotion for community events	\$2,500
<i>ODC 6</i>	Translation/Interpretation	\$4,000
<i>ODC 7</i>	Printing and materials production	\$1,500
<i>ODC 8</i>	Travel	\$14,700
<i>ODC 9</i>	Data Source Expenses (Task 6)	\$29,000

<i>SUBTOTAL (STAFF LABOR ONLY)</i>	1910 hours	\$479,950
<i>OTHER DIRECT COSTS (ODCS) related to Tasks 5 & 6</i>		\$65,600
<i>TOTAL PROJECT BUDGET</i>		\$493,550

4. KNOWLEDGE OF KEY WEST

Traffic safety is an issue of particular concern to the City's residents and leadership. In 2019, the Key West City Commission passed a resolution that set a "Vision Zero" goal "where the city will achieve zero collision-caused right of way fatalities and severe injuries by the year 2035." In the Key West 2021-2024 Strategic Plan, "Traffic and Pedestrian Friendliness" was identified as among the City's top six priorities.

There is a perception among residents that traffic is increasing, and that the streets of Key West are ever more chaotic. As home prices in the City of Key West have increased, more workers are commuting longer distances. And as tourism increases, most visitors still reach Key West by car. Still, Key West has a strong bicycle culture, as exemplified by the high percentage of bicycle commuters (15%, or the second-highest rate among U.S. cities), the multiplicity of bikes and trikes parked outside of Duval Street, and the popularity of monthly full moon bike rides.

Key West is relatively unique among Florida cities in that the City's core was developed before automobiles became the predominant form of transportation. The City's Old Town is walkable and bikeable, with narrow streets and low traffic speeds, including the City's iconic Duval Street. (The City is currently in the planning stages for a Duval Street "revitalization" that may change the configuration of the street.) Still, with a daily population of up to 50,000 people, many of them visitors, and with some of them enjoying the nightlife and spirit of Key West, there are still too many instances of crashes and injuries. Old Town's bicycle route network includes some painted lanes, but in some places is discontinuous, with painted lanes giving way to sharrows.

The City's New Town is more typical of other Florida cities in which large arterial roads carry most of the traffic. The main road into Key West, North Roosevelt Boulevard, is beset with traffic "conflicts" such as curb cuts, a median turning lane, and a mix of high- and low-speed traffic including automobiles, golf carts, bicycles and e-bikes, and scooters. The use of e-bikes and electronic scooters as a means of commuting has increased exponentially in recent years, leading to more conflicts with pedestrians, cyclists, and motorists. Speeding by motorists on Flagler Avenue is a concern, and a driver recently sent their car into the water after speeding down South Roosevelt and failing to notice the bend of the road at Bertha Street. Hit and run injury crashes occur too frequently.

The City has come up against resistance to change, for example when ideas for a more pedestrian friendly Lazy Way was presented to the Bight Management Board, there was much scepticism. Plans for a one-way street along the Southernmost Point Buoy were changed to accommodate two-way traffic. And residents and business owners view the "Duval Street Mall" pedestrianization pilot project to be unsuccessful.




Another challenge is that the main roads into Key West are owned and maintained by other government entities, such as Monroe County and the State of Florida.

The City has a designated Alternative Transportation Fund for transportation-related projects and has hired a multi-modal transportation coordinator. Progress towards traffic safety includes the newly paved and “complete streets” designed South Street, new pedestrian crossings on Eaton Street, and improvements to the Crosstown bicycle path.






5. RESUMES



EDUCATION

- 
 Columbia University
 Columbia Law School
 New York City, New York
 J.D.
- 
 Harvard University
 John F. Kennedy School of
 Government
 Cambridge, Massachusetts
 M.P.P.
- 
 Brown University
 Providence, Rhode Island
 AB., Political Science

EXPERTISE

- 
 Strategy & Policy
- 
 Efficiency
- 
 Program Analysis & Design
- 
 Management
- 
 Communication

ERIC B. SCHNURER

PRESIDENT

PERSONAL PROFILE

Experienced public-sector professional, recognized expert on government reinvention and the future of government, founder and president of Public Works LLC.

WORK EXPERIENCE

Founder & President

Public Works LLC | January 1995 - present

- Social entrepreneur conceiving and leading innovative firm providing high-level policy, strategy and management consulting to government chief executives and agency heads in state and local governments across the country.
- Author and speaker, nationally and internationally, on a wide range of policy issues, for organizations ranging from the Council of State Governments to the African Political Summit, and for publications including The Atlantic, US News & World Report, Governing, and The Washington Monthly.
- Professor of public policy and lecturer on the future of government at Brown University, University of Chicago, University of Pennsylvania, and City College of New York.

Chief of Staff

Commonwealth of Pennsylvania | January 1993 - January 1995

Office of the Acting Governor

Office of the Lt. Governor

- Chief advisor, strategist, manager and legal counsel for chief executive of fifth-largest state in the country.
- Also served as Commissioner of Pennsylvania Commission on Crime & Delinquency (by appointment of Republican governor) and Delaware River Port Authority (by appointment of Democratic Governor)
- Previously Deputy Counsel to Governor, and associate federal "special prosecutor," speechwriter for a dozen presidential candidates.



EDUCATION


 Masters of Diplomacy and International Relations, Seton Hall University, 2004


 B.A. Political Science, University of Central Florida, 2001

SKILLS SUMMARY


 Policy and Data Analysis


 Program Evaluation and Design


 Strategic Planning


 Organizational Review

JOHN PETRO

SENIOR ANALYST

PERSONAL PROFILE

Seasoned policy analyst with 16 years of public policy experience in advocacy, research, government, and consulting. Writer, thinker, and innovator.

WORK EXPERIENCE

Senior Analyst

Public Works, LLC, | August 2021 - present

- Project manager, research director, and policy analyst. Project manager for the McComb City Efficiency review and HOC 5-Year Strategic Plan. Research director for the Cayman Islands 10-Year Housing Plan.
- Areas of focus include housing and community development, economic and workforce development, land use and planning, infrastructure, recreation and parks, and arts and culture.



Policy Analyst for Housing

Office of NY State Attorney General | March 2019 - August 2021






- Advise on housing policy, programs, and litigation.
- Work with attorneys across bureaus and divisions to focus and initiate investigations into fraudulent and abusive landlords.
- Lead the office's work to combat deed theft and protect vulnerable homeowners.
- Develop programs administered by the office to stabilize the housing stock across New York State, to develop and preserve affordable housing, and to protect homeowners and tenants.



EDUCATION

-  Ed.D., Human Development, Columbia University Teachers College
New York City, New York
-  M.Ed., Sociology & Education, Edinboro University
-  B.A., Meryhurst College
Erie, Pennsylvania

EXPERTISE

-  Strategy & Policy
-  Stakeholder Engagement
-  Health Care & Aging
-  Management
-  Communication

DR. LINDA M. RHODES

SENIOR VICE PRESIDENT, POLICY & PRACTICE

PROFESSIONAL PROFILE

Former state Cabinet official and chosen to run the US Social Security Administration by President Bill Clinton, Dr. Rhodes is a nationally-recognized expert on aging, educator, and author of numerous books on aging and health care. Having involved thousands of Pennsylvanians directly in shaping the future of aging programs in the state, Rhodes now leads Public Works projects in numerous states.

WORK EXPERIENCE

Vice President & Consultant

Public Works LLC | January 1995 - present

Representative project roles:

- Project Lead, United Way Suncoast strategic planning.
- Project Lead, Dubuque (IA) Equitable Poverty Prevention Plan.
- Project Lead, SEIU-1199 Future of Healthcare Workforce.
- Project Lead, Delaware Long-Term Care Commission.
- Project Lead, New Mexico Public Education Department performance review.
- Author, Louisiana Legislature Report on Grandparents-Raising-Grandchildren.
- Project Lead, Louisiana Housing Finance Authority project to design and construct state-of-the-art congregate housing for displaced seniors post-Hurricane Katrina.

Director

Hirtzel Institute on Health Education & Aging | 2009 - 2019
Mercyhurst University

Secretary of Aging

Commonwealth of Pennsylvania | January 1987 - July 1994


- Oversaw largest senior prescription drug benefit program in the country.
- Ran nation's only 100% lottery-funded senior programs and led lottery rescue effort with widespread citizen participation.
- Instead Medicare Overcharge Measure.



EDUCATION

- 
 University of Florida
 Levin College of Law
 Gainesville, Florida
 J.D.
- 
 Princeton University
 School of Public and
 International Affairs
 Princeton, New Jersey

EXPERTISE

- 
 Strategy & Policy
- 
 Efficiency
- 
 Legal and Regulatory Analysis
- 
 Management
- 
 Communication

CHRIS HAND

FLORIDA COUNSEL

PERSONAL PROFILE

Long record of public, civic, and legal service. Experienced public sector professional with experience in local, state, and federal government, government law attorney, author and speaker on government topics.

RELEVANT WORK EXPERIENCE

Founder & President

Hand Law | January 2019 - present

- Helps clients seek opportunities and solve challenges with government, including without limitation contractual relations, economic development, public-private partnerships, procurement, government litigation, city/county counsel, and code enforcement.
- Advocates for clients in civil litigation, especially estate, probate, trust, and other fiduciary litigation matters.
- Authored the 50th Anniversary update to the chronicle of Jacksonville's historic city-county consolidation: **A Quiet Revolution—the Consolidation of Jacksonville-Duval County and the Dynamics of Urban Political Reform.**
- With former Florida Governor and U.S. Senator Bob Graham, co-authored **America, the Owner's Manual: You Can Fight City Hall – and Win**, a guide to helping Americans use their effective citizenship skills.
- Provides political, legal, and governmental analysis for media, including the monthly "Hand on Government" commentary for This Week in Jacksonville on WJXT Channel 4 (News4Jax.com) and a monthly appearance on the WJCT 89.9 FM public affairs show First Coast Connect.

Chief of Staff

City of Jacksonville | July 2011 - June 2015

Office of the Mayor

- Jacksonville is the largest city by area in the contiguous United States, 10th largest by population in the nation, and most populated city in Florida.
- Led the advancement of strategic initiatives, coordinated the Mayor's Cabinet of direct reports, and managed the Mayor's Office team, with oversight for policy, advocacy, communications, outreach, and scheduling.
- Spearheaded efforts to achieve pension reform and participated in economic development initiatives.



EDUCATION

MPA Candidate at the Colin Powell School for Civic and Global Leadership at City College of New York

B.A. Sociology, Connecticut College
Certificate in Public Policy and Community Action, Holleran Center

EXPERTISE

 Relationship Building

 Research and Evaluation

Fundraising

LUCY TUCHMAN

RESEARCH ANALYST

PROFILE

Policy and research analyst with issue expertise in women's reproductive rights, homelessness, voting rights, and racialized policing.

RELEVANT EXPERIENCE

Analyst, Researcher

Public Works LLC | 2021 - present

- Draft project proposals for nonprofit organizations, local governments, and educational institutions based on organizational needs and Public Works expertise
- Support research and development of strategy solutions for nonprofit organizations

Council Member

National Council on Policing Reforms and Race | 2021-present

- Serve on both the Youth Advisory Working Group and Culture Working Group
- Use research and evidence to consider and offer recommendations to resolve some of the most significant and pressing issues regarding policing reforms and race.

Field Manager

Grassroots Campaigns | 2019 - 2020

- Raised an average of \$280 a day for a women's health organization
- Managed a fundraising team daily and conducted training sessions

Scholar/Fellow

Holleran Center for Public Policy and Community Action | 2017- 2019

- Competitively selected to an academic program focused on community involvement and public policy
- Helped newly accepted scholars to develop community work skills
- Collaborated to re-develop public policy/community action introductory curriculum for new students

Data Collector

A Band of Voters | June-August 2018

- Created a data sheet detailing each candidate running in the midterm election and their stances on major political issues

Mohsen Kamrani, Ph.D. | Data Scientist

Dr. Kamrani obtained his Ph.D. in Civil Engineering (transportation) and MSc. of Statistics from University of Tennessee, Knoxville in 2018. He has 9 years of combined experience in academia and industry specializing in big data analytics, statistical modeling, machine learning, transportation safety, connected and automated vehicles. He has been responsible for research, development, and data analysis of several national, federal, state, and private funded projects. Prior to joining Urban SDK as senior data scientist, he published more than 30 peer-reviewed papers across his portfolio of expertise.

Education

- University of Tennessee, Knoxville - Ph.D. in Civil Engineering (Transportation) (2018)
- University of Tennessee, Knoxville - M. Sc. in Statistics (2018)
- Universiti Teknologi Malaysia - M. Eng. in Industrial Engineering (2014)
- Mazandaran University of Sci. & Tech.- B. Sc. in Industrial Engineering (2006)

Experience

Urban SDK: Data Scientist (Sept. 2021 - Present)

Lead statistical modeling and forecasting for company and customers. Validate data sources and automate collection processes. Build predictive models and machine-learning algorithms. Combine models through ensemble modeling.

Center for Urban Transportation Research: Postdoctoral Research Associate (Dec. 2018 - Sept. 2021)

Evaluation and performance assessment of connected and autonomous vehicles. Processed big data generated by connected vehicles. Checked data integrity. Data visualization and reporting. Big data analytics and statistical modeling. Development of research proposals. Development of project reports for clients and stakeholders

University of Tennessee, Knoxville: Researcher (Jan. 2015 – Dec. 2018)

Study of Driving Volatility in Connected and Cooperative Vehicle Systems project, National Science Foundation (NSF) Grant. Study of the implication of Connected and Automated Vehicles partial adoption: Southeastern Transportation Center O&E Grant. Applied supervised and unsupervised learning/statistical methods including Logistic Regressions, KNN, Linear and Quadratic Discriminant Analysis (LDA & QDA), Decision Tree, Boosting, Bagging, Random Forest, Support Vector Machine (SVM), Hierarchical Clustering, K-means Clustering, Neural Networks to various data sources to answer research questions

Brandon Orr | VP of Product

Brandon Orr is a professional urban planner with over a decade of experience in land use and transportation. His experience includes developing long-range multi-modal transport plans and travel demand models, road safety plans, public transport strategies and transit-oriented development plans for communities across North America. His early career in public transit involved designing and implementing transit operations, whereas his role at state-level infrastructure departments had a focus on developing policy and economic plans to influence regional land use. He has led a broad range of regional and municipal projects including as a technical lead on Sidewalk Labs' Quayside Master Plan in Toronto where he developed novel curbside management models that laid the foundation for use in other communities including Tampa, Florida.

Education

- University of Waterloo - Honors B. ES in Urban Planning Co-op with a Land-use specialization (2013)

Experience

Urban SDK: VP of Product (Jan. 2023 - Present)

Responsible for Product Design, Road Mapping, and Technical Support, as well as providing technical expertise and direction related to platform analytic solutions. Leads development of long-range multi-modal transport plans and travel demand models, road safety plans, public transport strategies and transit-oriented development plans for communities across North America.

T.Y. Lin: Mobility Planning Lead (Jan. 2021 - Jan 2023)

Led mobility planning, procedural transportation planning, and A.I and machine learning projects. Responsible for leading mobility projects that include the Westminster Autonomous Robotics Innovation Center (Westminster, MD); Amherstburg Transportation Master Plan (Amherstburg, ON); Phoenix Downtown Cycling Connector (Phoenix, AZ); Thunder Bay North Core Streetscape Master Plan (Thunder Bay, ON)

Stantec: Transportation Project Manager (May. 2016 - Jan 2021)

Manage transportation planning projects that include: London Masonville Secondary Plan Mobility Study; Peterborough County Transportation Master Plan; Niagara-on-the-Lake Transportation Master Plan; St. Thomas Transportation Master Plan; Ottawa Bicycle Parking Strategy; Tampa Micromobility & TNC Master Plan; Clarence-Rockland Transportation Master Plan

Andrew Larter | Product Manager

Andrew Larter is Product Manager at Urban SDK. Prior to joining the team, his background involved over 5 years of work experience in transportation engineering consulting. As a consultant, Andrew was a customer of Urban SDK, often spearheading use of its data to develop creative mobility solutions for communities across North America. In his current role, Andrew serves as a subject matter expert, applying that experience as well as his academic background in engineering and physics to plan and guide the development of Urban SDK's products. He and his team are focused on ensuring that the Urban SDK platform and data are optimally focused.

Education

- University of Toronto - BAsC in Civil Engineering (2020)
- University of Toronto - Honors B. Sc. in Physics and Mathematics (2016)

Experience

Urban SDK: Product Manager (April. 2023 - Present)

Product Manager and Senior Transportation Planner for the Urban SDK mobility data and geospatial analytics platform. Responsible for technical development of product feature specifications, roadmapping/scheduling, and product-market fit in a fast-paced startup environment. Serving as subject matter expert in the fields of transportation planning, public works, and public transit to lead updates of the Urban SDK platform from the planning and design phases through implementation, testing, and release.

T.Y. Lin: Mobility Planner & Transportation Data Specialist (Nov. 2021 - April 2023)

Engineer-in-training and specialist in transportation big data collection, analytics, and geospatial analysis for TYLin's Mobility Planning team. Member of the team developing the innovative Planning-as-a-Service mobility concept, including development of marketing material and proposals for public- and private-sector clients. Chiefly responsible for process and workflow streamlining and automation through development of programming solutions.

HDR: Transportation Modeller (May 2020 - Nov. 2021)

Transportation Modeller for HDR's Transportation Planning team. Responsible for development of travel demand forecasting and multinomial mode choice models, geospatial analysis, infrastructure asset surveys in the field, and development of scripts and software solutions to transportation data problems. Member of the Ontario Line Technical Advisor planning team; responsible for community and employment impact mitigation for the Ontario Line Maintenance and Storage Facility. Recipient of Pathfinder Gold Award of Excellence (2020) for Creativity and Innovation.

FREDERICK JONES, AICP, RSP,
 DIRECTOR - PLANNING & DESIGN COLLABORATIVE



Years of Experience

Haskell: Since 2022
 Industry: Since 2002

Professional Credentials

American Institute of Certified Planners, FL, 2006, #020918
 Roadway Safety Professional (RSP), 2023, #995

Professional Affiliations

Downtown Development Review Board, City of Jacksonville
 Member, American Planning Association
 Smart Growth America National Complete Streets Coalition Steering Committee Member
 Congress of New Urbanism

Education

MS, Urban and Regional Planning, Florida State University, 2002
 BA, Anthropology, University of South Florida, 1998

Fred serves as the director of Haskell's Planning & Design Collaborative. He holds more than 21 years of industry experience in multimodal transportation planning, safety, complete streets and active transportation, transit-oriented development, as well as experience in land use development, coding, and regulatory issues. Fred brings a focus on implementation through strategy, policy and design to resolve community and infrastructure barriers, inspiring communities to create lasting spaces and places.

RELEVANT EXPERIENCE

JTA Vision Zero Action Plan (Jacksonville Transportation Authority) Jacksonville, FL.

Supporting JTA through research and review, coordination, and creation of a transit-focused Vision Zero Safety Action Plan to best position the agency to advance their key last mile project priorities for grant funding and implementation. The plan is focused on a "call to action" for safety and access to JTA's high frequency transit corridors, identifying a high injury network around stop locations and creating specific, safety countermeasures and high impact strategies for implementation.

City of Jacksonville Vision Zero Action Plan, Jacksonville, FL

Assisting the City of Jacksonville in developing strategies and new processes to implement safety projects to support the City's Vision Zero goals.

Smart Growth America Complete Streets Technical Assistance Workshops, Various locations

throughout the U.S. Assist in conducting interactive workshops across the country with the National Complete Streets Coalition to assist state and local agencies across the country with the development and implementation of effective complete street policies, procedures and design considerations.

Orange Park Town Visioning Plan, Orange Park, FL.

Creation of a long-term growth and development plan to correspond to the Town's 2040 Comprehensive Plan. Led a "Build A Street" workshop with the Town to support an internal low-stress bicycle network connecting local neighborhoods from the west, directly to the River Road Multiuse trail along the St. Johns River. This work also helped kick off the development of new complete streets policy and resolution to partner with FDOT to develop high emphasis crossings and safety improvements along U.S. 1

US 1 Multimodal Corridor Study, Palm Beach MPO, Palm Beach County, FL.

Provided overall strategy, outreach and project prioritization to increase continuous and connected multimodal facilities and upgrading and expanding existing transit service along a 42-mile stretch of US 1. Assisted the team with specific options for complete street implementation; public engagement

West Colfax Connects Complete Street Advisory Services, WCBID, Denver, CO.

Provided West Colfax Business Improvement District with formal review of submitted engineering plans to support Complete street retrofits to enhance the pedestrian experience along the W. Colfax Avenue.

6. STATEMENTS, AFFIDAVITS, AND ADDENDA

ANTI-KICKBACK AFFIDAVIT

STATE OF PENNSYLVANIA)

: SS

COUNTY OF CHESTER)

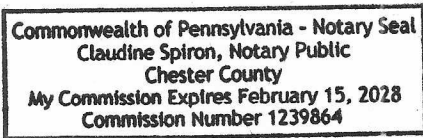
I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward, or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: [Handwritten Signature]

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 20 24, by ERIC B. SCHNUAER
29th AUGUST

Claudine Spiron ^{cu}
(Signature of Notary Public- State of ~~Florida~~)
PENNSYLVANIA

(NOTARY SEAL)



CLAUDINE SPIRON
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced PA DRIVERS LICENSE

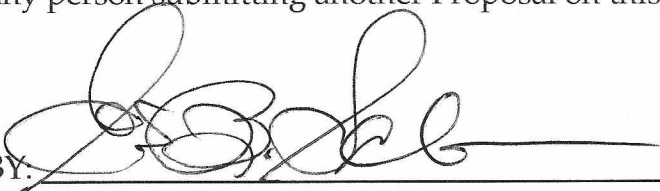
NON-COLLUSION AFFIDAVIT

STATE OF PENNSYLVANIA)

: SS

COUNTY OF CHESTER)

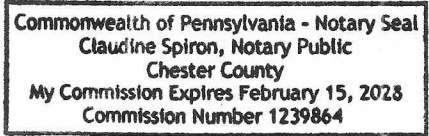
I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

BY: 

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of 20 24, by ERIC B. SCHNURER
29th AUGUST

 cc
(Signature of Notary Public- State of ~~Florida~~)
PENNSYLVANIA

(NOTARY SEAL)



CLAUDINE SPIRON
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced PA DRIVERS LICENSE

**SWORN STATEMENT UNDER SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid or Proposal for City of Key West, FL

2. This sworn statement is submitted by: Public Works LLC
(Name of entity submitting sworn statement)

whose business address is: 1690 East Strasburg Road, West
Chester, PA 19380

and (if applicable) its Federal Employer Identification Number (FEIN) is: _____

03-0447140

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

3. My name is Eric Schnurer
(Please print name of individual signing)

and my relationship to the entity named above is: President

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

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by

indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

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

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

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

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

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the

management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Handwritten Signature]
(Signature)

August 29, 2024
(Date)

STATE OF PENNSYLVANIA

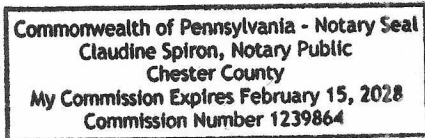
COUNTY OF CHESTER

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of 20 24, by ERIC B. SCHNURER

29th AUGUST

Claudine Spiron cc
(Signature of Notary Public- State of ~~Florida~~)
PENNSYLVANIA

(NOTARY SEAL)



CLAUDINE SPIRON
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced PA DRIVERS LICENSE

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF PENNSYLVANIA)

: SS

COUNTY OF CHESTER)

I, the undersigned hereby duly sworn, depose and say that the firm of Public Works LLC provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

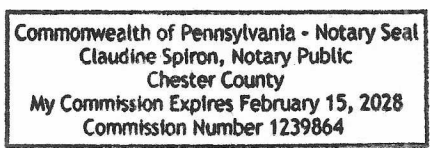
By: [Signature]

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of 20 24, by ERIC B. SCHNURER

29TH AUGUST

Claudine Spiron cc
(Signature of Notary Public- State of ~~Florida~~)
PENNSYLVANIA

(NOTARY SEAL)



CLAUDINE SPIRON
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced PA DRIVERS LICENSE

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF PENNSYLVANIA)

: SS

COUNTY OF CHESTER)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees, and agents representing the firm of Public Works LLC have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence (attached).

By: [Signature]

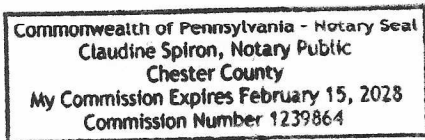
Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 20 24, by ERIC B. SCHNUKER

29TH AUGUST

[Signature]

(Signature of Notary Public- State of Florida)

(NOTARY SEAL)



CLAUDINE SPIRON

(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

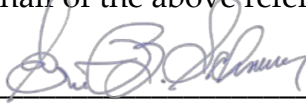
Type of Identification Produced PA DRIVERS LICENSE

VENDOR CERTIFICATION REGARDING
SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name:	Public Works LLC				
Vendor FEIN:	03-0447140				
Vendor's Authorized Representative Name and Title:	Eric Schnurer				
Address:	1690 East Strasburg Road				
City:	West Chester	State:	PA	Zip:	19380
Phone Number:	(610) 296-9443				
Email Address:	eschnurer@public-works.org				

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By:	Eric Schnurer, President	
	<i>Print Name</i>	<i>Print Title</i>
who is authorized to sign on behalf of the above referenced company.		
Authorized Signature:		

CITY OF KEY WEST INDEMNIFICATION FORM

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes. PROPOSER understands and agrees that any and all liabilities regarding the use of any subcontractor for services related to this agreement shall be borne solely by the PROPOSER. Ten dollars of the consideration paid by the City is acknowledged by PROPOSER as separate, good and sufficient consideration for this indemnification. This indemnification shall be interpreted to comply with Section 725.06 and 725.08, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

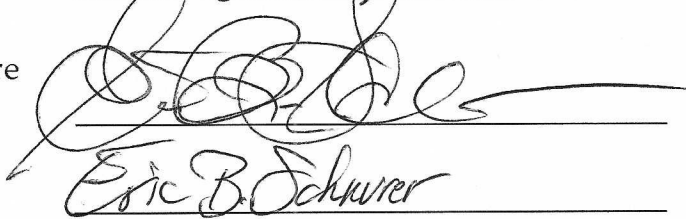
The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

[REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK]

COMPANY SEAL

PROPOSER: Public Works LLC

Address 1690 E. Strasburg Road
West Chester, PA 19380

Signature 

Eric B. Schnurer
Print Name

August 29, 2024
Date

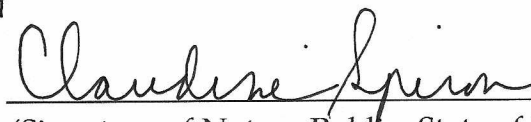
President
Title

NOTARY FOR THE PROPOSER

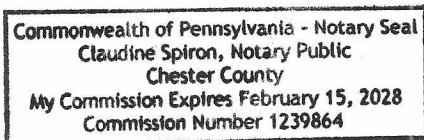
STATE OF PENNSYLVANIA

COUNTY OF CHESTER

The foregoing instrument was acknowledged before me by means [] physical presence or [] online notarization, this day of, 20 24, by ERIC B. SCHNURER
29th AUGUST


(Signature of Notary Public- State of Florida)

(NOTARY SEAL)



CLAUDINE SPIRON
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced PA DRIVERS LICENSE

AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT
FOR LABOR OR SERVICES

Entity/Vendor Name: Public Works LLC
Vendor FEIN: 03-0447140
Vendor's Authorized Representative: Eric Schnurer, President
(Name and Title)
Address: 1690 East Strasburg Road
City: West Chester State: PA Zip: 19380
Phone Number: (610) 296-9443
Email Address: eschnurer@public-works.org

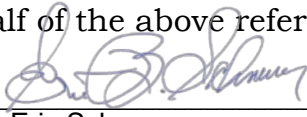
As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to abide by same.

Certified By: Eric Schnurer, who is authorized to sign on behalf of the above referenced company.

Authorized Signature: 
Print Name: Eric Schnurer
Title: President

CERTIFICATION REGARDING LOBBYING

The undersigned 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 any 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 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 influencing or attempting to influence 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 of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents of all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients 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 section 1352, title 31, United States Code. 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.

Organization: Public Works LLC

Street address: 1690 East Strasburg Road

City, State, Zip: West Chester, PA 19380

Eric Schnurer

CERTIFIED BY: (type or print)

President

TITLE:



(signature)

09/04/2024

(date)



City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 1
Key West City-wide Comprehensive
Safety Action Plan
RFP # 24-008

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature.

QUESTIONS:

1. Due to prolonged shipping delays throughout North America, we kindly request the City accepts electronic submittals via email or secure file transfer for responses to the proposal. At a minimum, we would like to request the acceptance of electronic submittals with corresponding tracking information to be deemed responsive in case the hard copies are delivered after the RFP closing period.

Response – **Electronic submittals will not be accepted. The City of Key West is taking steps to allow electronic submittals in the future, but it will not be an option for this RFP.**

2. On PDF page 31 of the RFP, it does not mention that the Approach and Methodology are included in the page limit. Do these two sections count towards the 20-page limit?

Response – **In Section 3.4.1 Response Content: Part F. Approach and Methodology, Part G. Knowledge of Key West, and Part H. Sworn Statements and Affidavits – the responses will not count toward the page limit.**

3. Can we include a cover letter with our submittal? Will this count towards the page limit?

Response – **A cover letter can be included and will count toward the page limit.**

4. Does the City have an anticipated or desired end date for this contract?

Response – **The targeted Safety Action Plan completion date is 3/31/2025. The Safe Streets and Roads for All grant Period of Performance end date is 5/31/2026.**

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 1** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

Signature

Public Works LLC

Name of Business



City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 2
Key West City-wide Comprehensive
Safety Action Plan
RFP # 24-008

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature.

QUESTIONS:

1. Task 9 Evaluation & Reporting mentions that a memo should be developed to specify that safety and equity outcome data be made publicly available (online) at specified time intervals (e.g., annually). As described in Task 4 ('Community Engagement'), the Project webpage will ultimately serve as a permanent Vision Zero dashboard - including a dynamic map of severe and fatal crashes, crash trend summaries, policy/project/strategy implementation summaries, and an evaluation of progress made toward the City's Vision Zero goal - to be updated annually by City staff. Is it the expectation that the dashboard is developed by the contractor?

Response – **The contractor will need to produce the structure for reporting. It is the intent of City staff to provide updates to a “Vision Zero” page that resides at the <https://cityofkeywest-fl.gov/> domain using existing City resources.**

2. The RFQ requests "budget and timeline". Is the City asking for the proposed total budget or do you require a detailed breakdown in a price proposal? If so, can you provide the template or guidance on the level of detail expected.

Response – **The City would prefer a detailed breakdown by task, but there is not a template available.**

3. Could the City of Key West clarify if any of the required forms need to be filled-out by the subconsultants, and if so, identify which of these forms are needed from them?

Response – **Subconsultants do not need to complete any forms.**

4. The Q&A release is scheduled to be published on August 28th. Since the City would like to receive Hard Copies of the proposal via mail, we would need to print and ship by August 30th at the latest to ensure The City receives our proposal on time, given that a holiday, Labor Day is on September 2nd. This would leave us with only 2 working days to work any changes that may result from the Q&A into the proposal. Would the City consider extending the deadline of proposal submission, so proposers have sufficient time to address changes?

Response – **We do not anticipate extending the proposal deadline at this time.**

5. Are the cover pages, table of contents and dividers included in 20-single side page limitation?

Response – **Although cover pages are included in the page limit, a table of contents and dividers may be excluded from the limit.**

6. If the President and CEO of the company signs the proposal, do we still need to provide evidence of his authority to sign?

Response – **As the signed proposal submission asserts authority, no additional evidence of authority is necessary.**

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 2** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

Public Works LLC

Name of Business



City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 3
Key West City-wide Comprehensive
Safety Action Plan
RFP # 24-008

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposals (RFP) package is hereby amended in accordance with the following items:

AMENDMENT TO EVALUATION CATEGORY 5: COST PROPOSAL

The point value of Category 5: Cost Proposal shall be 35, for a Total Points Possible of 130.

ADDITION OF LOCATION AND ZOOM LINK FOR EVALUATION COMMITTEE MEETING

Evaluation Committee for RFQ #24-008 Key West City-wide Comprehensive Safety Action Plan will meet to rank proposals September 11, 2024 at 2:00PM at City Hall, 1300 White Street, Key West, FL 1st Floor, City Commission Conference Room.

Attendance via Zoom can be accessed through the following link:

<https://cityofkeywest-fl-gov.zoom.us/j/89150292322?pwd=kiYpFriLHZ8WL7nH0OgAMU3A4474X8.1>

Meeting ID: 891 5029 2322 Passcode: 240483

Dial by your location+1 305 224 1968 US

QUESTIONS:

1. Concerning 3.2.11.1: confirm the interpretation of this to be the creation of an RFP type of summary seeking services from identified, qualified candidates to implement the work outlined for the project.

Response – For Task 11, the consultant shall prioritize projects and strategies (the “top candidate(s)”) that would be suitable for grant assistance – such as those which may be appropriate to submit for a Safe Streets and Roads for All Implementation Grant (or other implementation grant). Rather than an RFP, the consultant shall provide an Executive Summary that the City will ultimately use to seek additional funding.

2. Concerning the 3.2.11.2: confirm the deliverable here to be a summary of the expectations for the candidates who are eligible to implement the project.

Response - 2.11.2 identifies specific deliverables that will be helpful to justify implementation and may be required to apply for a subsequent grant.


3. Is the “timeline” requested in the proposal the schedule to complete the development of the action plan or its implementation?

Response – **The “timeline” in the Evaluation category refers to the schedule to complete the development of the action plan, not future project implementation.**

4. The RFP Content and Evaluation criteria asks for a Proposed Budget and Timeline. To be in compliance with the Federal Brooks Acts, is the intent of the City’s request for a budget, actually a request for proposed staff hours?

Response – **Yes, upon further review, the budget should be a fixed-fee price and submissions should factor in all costs including staff labor rates and hours. Note that this expands upon Addendum No. 2: Question 2.**

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 3** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.



Signature

Public Works LLC

Name of Business