

THE CITY OF KEY WEST:

# RFQ #16-006 BICYCLE AND PEDESTRIAN MASTER TRANSPORTATION PLAN

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August 31, 2016



**PREPARED BY:**  
Alta Planning + Design

**IN ASSOCIATION WITH:**  
Sam Schwartz Engineering

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August 31, 2016

City Clerk, City of Key West  
3126 Flagler Avenue  
Key West, FL 33040

**RE: RFP: Key West Planning Department Bicycle and Pedestrian Master Transportation Plan #16-006**

Dear Mr. Hamilton and Members of the Selection Committee:

The City of Key West has made a commitment to create a community that is economically vibrant and inviting, environmentally sustainable, and socially just and accessible. The City is uniquely positioned to grow as a destination that offers a laid-back, casual lifestyle and beautiful natural setting by leveraging public and private investments in entertainment destinations like Duval Street; lively public spaces like Mallory Square; historic districts and neighborhoods including Old Town, Mid Town and New Town as well as neighboring Stock Island; the port, marina, and beaches that offer access to the water; and a thriving business community offering shopping, dining, and services. Residents, workers, and visitors will continue to be attracted to opportunities to live, work, and vacation in a vibrant island city like Key West.

Our team for this project is structured to take advantage of this convergence of **bold vision and unique opportunity**. It is also structured to provide a **collaborative and innovative** approach to transportation planning, design, and implementation – not more of the same – to meet the City's **21st century mobility needs**. We are national leaders in creating **Walk and Bicycle Friendly** communities and our team includes a group that specializes in non-infrastructure TDM programs to support increased mode share and safety. Our team can deliver a plan that will maximize Key West's transportation system and encourage more walking, biking, transit-use, and shared mobility, and less driving personal motor vehicles.

Alta Planning + Design (Alta) is the nation's leading multimodal transportation at the forefront of the sustainable transportation movement. Alta's experience includes more than 800 bicycle and pedestrian master plans from across the US and Canada. The project will be managed by our **Florida-based staff** with the resources of **nationally recognized experts** in complete streets, bike share, wayfinding, municipal innovation and project delivery, transit, parking and transportation demand management, shared mobility, and funding. Alta, in partnership with Sam Schwartz Engineering, will provide a fresh perspective on mobility in Key West that is forward-looking, economically sustainable, and locally relevant. The team can meet the City's immediate needs to develop a Bicycle and Pedestrian Master Transportation Plan as well as support the City's other on-going transportation initiatives with this project.

Project Manager for this project will be South Florida-native Brad Davis, who leads our South Florida office. Brad is leading a study for FDOT and CUTR to update the Pedestrian and Bicycle Strategic Safety Plan for Florida and has led bicycle and pedestrian plans for communities of all types and sizes including the nationally-recognized Cycle Atlanta: Phase 1.0 Study and the Cape Coral Bicycle and Pedestrian Master Plan. Brad will be assisted by Assistant Project Manager, Brian Ruscher, who has worked across Florida on coordination and funding of pedestrian and bike investments. Wade Walker, Principal of Engineering for our national Complete Streets Practice, will oversee our infrastructure recommendations. As the transportation sub-consultant to EDSA, Wade worked with Key West on plans for Duval Street.

Project Manager Brad Davis will be **maximally responsive for local understanding, communications, and implementation**. I will serve as Principal-in-Charge, drawing from my experience working with cities, regional agencies, and states throughout the Southeast and Florida on pedestrian and bicycle planning and Complete Streets initiatives. I have led pedestrian and bicycle planning efforts for local and regional clients in 10 states and in Panama, including communities as diverse as Jacksonville and Sunrise, FL; Charleston, SC; Atlanta, Birmingham, Memphis, and Chattanooga. I have also helped to author three successful active transportation TIGER grant applications in



the southeast, including a \$10M award for bike/ped and trail projects for the Lee County, FL MPO.

In addition to a great team, we need the right approach. We have developed a creative and collaborative six-pronged approach that we look forward to refining with City staff:

- » **Organize around the strong foundation City government and private sector partners have laid.** Our approach will involve strong project management and communication; developing the vision, goals, objectives, and performance metrics that will define a successful plan; and synthesizing existing data, documents, and on-going initiatives.
- » **Engage the public, stakeholders, and agents of change to build momentum and an embraced vision.** Task 2 includes a project website, interactive online map, and social media presence; targeted outreach; regular steering committee meetings; targeted focus groups with stakeholders, community workshops and open houses; and project briefings to keep decision-makers informed of progress.
- » **Synthesize past efforts and progress and integrate with other transportation programs and initiatives.** Tasks 3 and 8 bring together existing conditions data; analyses of safety, network gaps, and user data to identify the community needs.
- » **Create a bold and executable Active Transport vision.** Tasks 4, 5, 6, 7, 8, 9, and 10 use data-driven methods and priorities established by the community during public outreach to prioritize infrastructure investments. It also creates a phased and deliberate strategy to develop the connected bikeway, walkway and trail network, high-priority project concepts, and program recommendations.
- » **Institutionalize the plan into every facet of Key West's civic activity, as no bicycle and pedestrian plan succeeds in a void.** Success depends on supportive policies and institutional leadership. Tasks 4, 5, 6, 7, 8, 9, and 10 will include analysis of and recommendations for changes to the City's policies, processes, and internal coordination specific to public safety, community health, economic development and mobility.
- » **Produce an engaging final, ready-to-implement plan.** Graphically rich and easily accessible documents help communicate complex information and policy for a wide audience. For Task 11, our team of graphic designers and communication specialists will work collaboratively with our planners, designers, and engineers to create a plan that inspires positive change and immediate action.

The Alta team is excited about the opportunity to help Key West become Florida's next Walk-Friendly and Bike-Friendly Community. Please contact me at (704) 968-5053 or [johncock@altaplanning.com](mailto:johncock@altaplanning.com) if you have any questions. We look forward to speaking with you further about this exciting project!

Sincerely,



John Cock, Vice President

Alta Planning + Design



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Alta Planning + Design combines the skills of planning, landscape architecture, and engineering to make cycling, walking, and recreation an integral part of daily life. We are committed to transforming communities one trip, one step, one street, park, trail, transit stop, and intersection at a time.

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# INFORMATION PAGE

## PROJECT NAME

Key West Planning Department Bicycle and Pedestrian  
Master Transportation Plan, RFP #16-006

## NAME OF FIRM (PRIME)

Alta Planning + Design, Inc.

## CONTACT INFORMATION

### BRAD DAVIS, AICP, CNU-A

#### PROJECT MANAGER

Alta Planning + Design  
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## PERSON WHO HAS AUTHORITY TO MAKE REPRESENTATION FOR THE FIRM

### JOHN COCK

#### PRINCIPAL-IN-CHARGE

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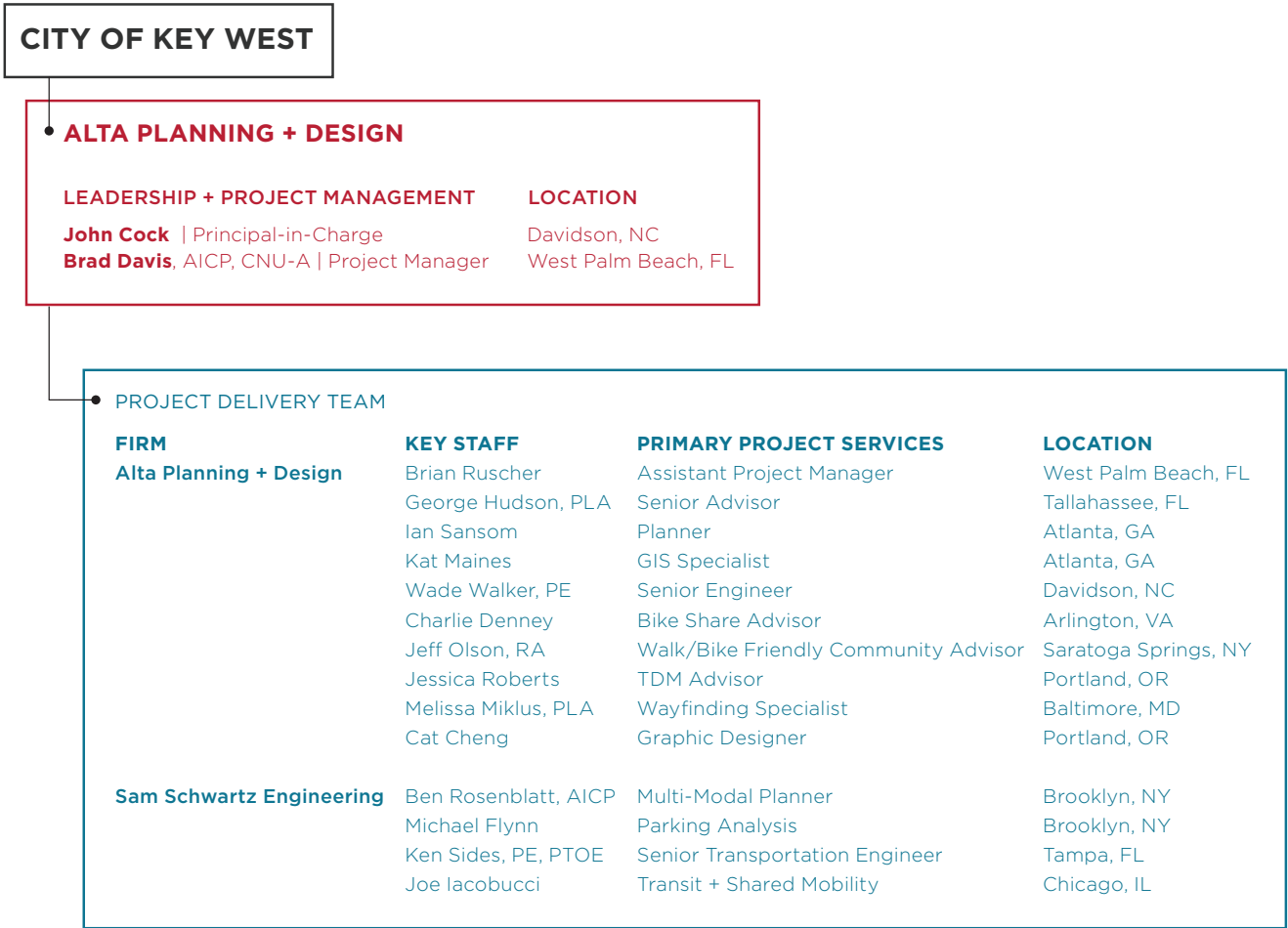




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# ORGANIZATION CHART

The chart below illustrates the key individuals that would be involved in the Bicycle and Pedestrian Master Transportation Plan, and how they relate to one another. Our project will be managed through a collaborative process that provides local resources connected to a network of skills for specific project tasks. The Alta team is made up of a core local group, supported by key project advisors with national experience. Full resumes can be provided for all key staff upon request.



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## COMPANY INFORMATION



**BICYCLE FRIENDLY  
BUSINESS**



### **Alta's mission is to create active communities.**

Alta Planning + Design is North America's leading multi-modal transportation

firm that specializes in the planning, design, and implementation of bicycle, pedestrian, park, and trail corridors and systems. Founded in 1996, Alta has more than 178 staff in 29 offices across North America and an international workload. On any given day, most staff walk, bike, or take transit to work. We are committed to transforming communities, one trip at a time, one step at a time, and one street, intersection, and park at a time.

### **BICYCLE AND PEDESTRIAN PLANNING EXPERIENCE**

Alta has prepared bicycle and pedestrian master plans for hundreds of towns and cities in the United States, planning and building support for bicycling and walking, enabling these areas to improve active transport for residents and visitors alike. We have experience working in all size communities, from a few thousand to millions, from rural to mountain and desert to suburban and urbanized areas. We strive to tailor each project to the community's unique setting, history, and culture through an active public participation process. Alta staff are proud to have designed and implemented over 8,000 miles of bikeways, walkways, and trails.

### **DEDICATION**

Alta staff are at the forefront of the sustainable transportation movement. We are active in the Association of Pedestrian and Bicycle Professional (APBP), the Institute of Transportation Engineers, the Transportation Research Board, the Complete Streets Coalition, and have conducted national studies for the U.S. Department of Transportation. Alta is proud

to be lead consultant for the NACTO *Urban Bikeway Design Guide*, and a founder of the Initiative for Bicycle & Pedestrian Innovation at Portland State University.

### **Alta provides a full range of services including:**

- Master plans (bicycle, pedestrian, trail, open space, and park)
- Landscape architecture and project design
- Traffic engineering
- Greenway and corridor plans
- Bicycle and pedestrian integration with transit
- Bicycle and pedestrian facility design guidelines
- Counts, surveys, and demand analysis
- Complete Streets
- Bicycle parking design
- Trail safety and sustainability audit
- Signage and wayfinding plans
- GIS and mapping services
- Construction documentation and administration
- Public involvement
- Technical assistance and training
- Education, encouragement, and marketing services
- Bike share feasibility studies

**Sam  
Schwartz**  
Transportation  
Consultants

**Sam Schwartz** is a multi-modal transportation engineering and planning firm, formed in 1995. The firm understands the potential for streets and transportation to improve quality of life, support economic development,

and create a true sense of place. They have a wealth of experience assisting cities and local stakeholders in the visioning, design, and implementation of concepts to derive the highest possible benefit from their most ubiquitous yet often untapped civic assets: their streets. Sam Schwartz has been located in Tampa since 2009. Over the last seven years, Sam Schwartz has provided transportation engineering and planning services to a number of clients in Florida.

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# METHODOLOGY AND APPROACH

## Project Understanding

Key West has a unique history, development pattern, natural environment, and culture that lends it-self to walking and biking. As an island and port city, everyone that lives in and visits Key West is within walking or biking distance of most destinations.

Additionally, Key West has an informal island culture that means big business too. It is a feature that draws tourism as well as temporary and permanent residents to the island. The demand for island life and the city's natural setting also puts pressure on the transportation system as more people want to live in and visit Key West. There is a continual **need to balance growth while preserving the scale and heritage of the island.**

For residents, employees, and visitors, quality of life and quality of experience are what will continue to drive economic activity in Key West. **Safe streets and the ability to walk or bike to island destinations are what long-time residents and those that just arrived will continue to value.** Investing in walking and biking is also economically beneficial and efficient with limited land resources, street space, and funding.

Based on our time and observations in Key West, we see these topics as some of the unique needs and opportunities in the City to create a daily life where more people walk, bike, take transit, or share transportation services.

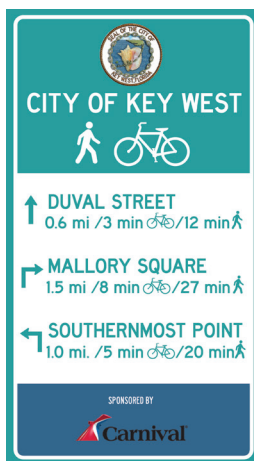
### BIKEWAYS

- Big opportunity for bike boulevards, particularly through the residential areas of Old Town, Mid Town, and New Town.
- There is not a lot of space for dedicated bikeways in Old Town and Mid Town.

- There are some one way pairs that have bike lanes with parking, travel lane, bike lane, parking. Issues with width and whether the bike lane can be widened to deal with dooring needs to be addressed.
- There are some road diet opportunities on main roads where there is excess vehicular capacity. Additionally, the multi-lane, high volume roads present safety challenges and barriers for people walking and biking. These roadways will need dedicated space with adequate separation to create routes that are accessible by all ages and abilities.
- Bicycle wayfinding could really enhance navigation on the island.
- There are many informal connections to take advantage of, such as the path between 12th Street and Kennedy Drive that connects to Seidenberg Ave or the bicycle and pedestrian bridge over the canal along Staples Avenue.
- The trail loop to and around the island, part of the Overseas Heritage Trail and the East Coast Greenway, need enhancement in terms of wayfinding and infrastructure. It is also an opportunity to bring more bicycle tourism to the island.

### WALKING

- Most sidewalks in Key West are narrow and along constrained corridors. It may be good to prioritize some streets for priority sidewalk corridors (like Duval) where pedestrian volumes are high while others get basic sidewalks to close gaps and meet neighborhood needs.
- Along major roadways, enhanced crossings and more frequent crossings are needed to create safer connections between neighborhoods and to commercial areas.



Enhancing the trail loop around the island can improve commuter connectivity as well as bicycle tourism and recreation activity. Building dedicated space for people biking on streets can create a more comfortable and intuitive network for people biking, enhance the walking experience and safety by inviting people to ride on-street rather than the sidewalk, and it encourages predictable movements by those biking and driving.



- Sidewalk riding by people on bikes is a common occurrence. Creating dedicated space for people to bike that is comfortable will help enhance the walking experience and safety in the City.
- There are many opportunities for shared space streets. The laid-back and informal culture, combined with low vehicles volumes, speeds, and limited walkway space naturally makes people walk in the roadways. Shared streets are a way to efficiently use street space and accommodate a behavior people will continue to do.

## MOBILITY INNOVATION AND BIKE SHARE

- New technology, including transportation network companies, car sharing, real-time bus apps, and bike share systems among others, can reduce personal vehicle demand on the island and increase the convenience of multi-modal trips. Our team will explore how these new technologies can be leveraged to manage Key West's limited transportation resources.
- The Other E's: there are good opportunities to improve safety and mobility through Education, Encouragement, Enforcement, Evaluation and Equity programs. Our TDM specialists will provide recommendations that will support Key West's unique community.
- The development pattern, residential population, employment base, and tourism economy is a good environment for a bike share system to thrive.
- There are unique user groups outside of those that rent bicycle on the island from local bike shops that could benefit from a bike share system. Our team will help the Key West community, particularly the bike rental businesses, explore this dynamic.



Investing in support facilities for people walking and biking, such as shade trees and bike parking, can improve access to businesses and also encourage people to walk and biking more frequently.

- Adult tricycles are common on the island and could open up opportunities for residents to carry more goods while running errands or visitors to carry their luggage, such as to and from the airport or cruise ship at the port.

## ECONOMIC DEVELOPMENT

- The scale and street network on the island is ideal for moving goods by bike. There are opportunities to promote bike freight transport.
- Pedicabs create jobs and a sustainable, human-powered mobility service on the island that can be enhanced and supported.
- Improving bike, walk, and transit infrastructure can help workers get to jobs – saving residents money in transportation costs and space for visitors to park and drive to popular island destinations.
- High capacity bike parking, using on and off-street parking space, can increase access to businesses and make efficient use of limited parking.

## DUVAL STREET

- Duval Street is Duval Street. It only exists in Key West because of its context, history, and development pattern. Duval Street is also the cultural spine of Key West. Street life is lively and at a human scale and pace.
- It is also a street with limited space and a tension between access to businesses and management of the public space for people.
- Our approach will identify strategies to enhance bike access in and around Duval Street and preserve the street life and human interactions that make Duval Street Duval Street and build upon the previous planning efforts for Duval.

Our approach will address these considerations and help the City of Key West plan, prioritize and ultimately implement a high quality network of on-street bikeways, walkways and trails. It will also help the City establish supporting policy and funding strategies to see that the vision for a safe, healthy and economically competitive city can be achieved.

The planning process will combine a data-driven approach with a focus on communication and collaboration to build consensus. The sequence of community engagement is also timed to maximize input from seasonal residents and tourists during winter months. By combining our intimate knowledge about what makes great places to walk and bike with our team's unparalleled experience working with emerging transportation technology and innovative engineering practices, we can deliver a plan that is practical and creative.

## Scope of Services

### TASK 1: PROJECT ADMINISTRATION - REFINING THE SCOPE, AND ON-GOING PROJECT MANAGEMENT

#### 1.1 Project Kickoff Meeting

The Alta team will meet with City Project Manager (CPM) to:

- Review the study goals and strategies
- Prioritize and refine the scope and working objectives
- Identify available data and develop an information request
- Establish communication channels with other departments and agencies
- Discuss and refine the project goals and objectives

#### 1.2 Project Management Plan

After the Kickoff meeting, the Alta team will provide a Project Management Plan (PMP) that summarizes the project management strategy for this project.

#### 1.3 Project Management Meetings

Monthly in-person or conference call status meetings will be held between the CPM and the Alta team during the course of the project. The Alta team will prepare and submit minutes of these meetings to the CPM within ten calendar days.

#### 1.4 Project Progress Reports and Invoicing

The Alta team will invoice monthly for the project. A monthly progress report will be provided with each monthly invoice to document project progress and completion of tasks.

#### 1.5 Project File Sharing

The Alta team will create a shared project folder to maintain a project record of deliverables, meeting minutes and other meeting information, as well as a database of stakeholders and participants.

#### *Task 1 Deliverables*

- One (1) Kickoff Meeting
- One (1) Project Management Plan
- Monthly project meeting with Metro project manager
- Monthly progress reports to accompany invoices
- One (1) project file sharing folder to organize and maintain project records and deliverables

### TASK 2: PUBLIC ENGAGEMENT AND NEEDS ASSESSMENT PLAN AND IMPLEMENTATION

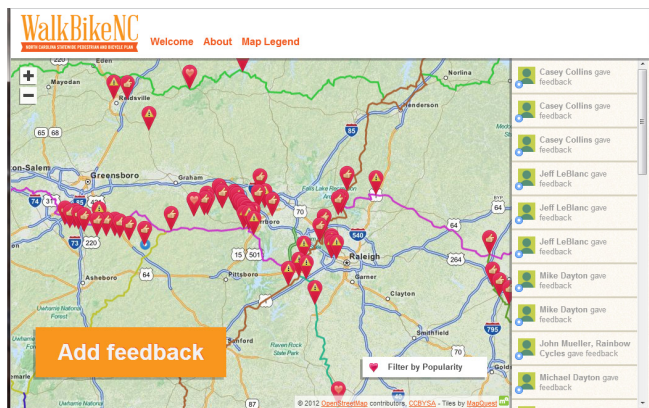
We recognize community endorsement of the Key West Bicycle and Pedestrian Master Transportation Plan (BPMTTP) is critical to the long-term success of the Plan and to the ability of governing agencies to implement the plan. We have found that community leaders and local residents respond best to an outreach process that focuses on personal and consistent communication. We propose a collaborative process that includes direct coordination and communication with Key West staff, stakeholders, and the community. Alta has the capability to provide project documents in multi-lingual formats, and this can help expand the plan's reach throughout the community.

#### 2.1 Project Steering Committee

At the direction of Key West staff, the Alta team will form a Project Steering Committee (PSC). The PSC should consist of Key West representatives, FDOT representatives, and community stakeholders such as business community representatives, neighborhood leaders, and advocates. The PSC will meet five times during the planning process.



Steering committee members provide critical insight into the bicycle and pedestrian planning process by reviewing existing conditions, sharing local insight, and leveraging resources for public outreach.



The Alta team will use both online and face-to-face public involvement strategies to engage the public and build support for the Bicycle and Pedestrian Plan.

## 2.2 Stakeholder Interviews

The Alta team will work with Key West staff to develop a stakeholder interview series. Stakeholders will be grouped with people who share similar interests such as Key West departments and FDOT, business and non-profit representatives, and community leaders and advocates. Discussion at stakeholder interview meetings will focus on topics related to local needs, goals, desires, attitudes, and concerns about transportation in Key West, particularly as it relates to walking and biking.

## 2.3 Community Survey

The Alta team will develop a Community Survey (with Key West staff review) to determine the community's general needs and concerns surrounding walking and biking. The Alta team will host and manage the survey and use the project website, social media, email campaigns, and Key West communication outlets, among others, to distribute the survey. Survey results will be used to calibrate project prioritization, set project goals, and establish baseline metrics to track changes in community opinion over time.

## 2.4 Project Website

Communication materials such as a project website are essential tools to maintain dialogue regarding the status of the project among Key West staff, the project team, decision-makers, stakeholders, and the public. A website provides members of the public with an outline to receive updated project information, ask questions, and provide input at their convenience. The Alta team will design a stand-alone project website. The website, which will provide the public and interested stakeholders update project information and contact information. The Alta team has in-house graphic and web page designers who will design materials and web text and launch the website, with Key West staff review and approval. The website will be strategically written and designed to catch the reader's attention and it will include information such as project background materials, updates on project schedule, public participation information, and project contact information.

## 2.5 Interactive Map

The Alta team will develop, host, and manage a web mapping tool that will be used to gather community feedback related to existing conditions, needs, and desired improvements. The interactive map will be built using a mobile-friendly framework to maximize the potential for crowdsourcing and be easily shared using social media such as Facebook and Twitter. The tool will be structured to enable users to provide feedback in the form of points, lines, and pictures on a web-based map with information such as:

- Difficult intersections
- Desired routes
- Desired destinations

The Alta team will utilize information collected in this task to inform the analysis and project prioritization tasks for this project.

## 2.6 Community Meetings

The Alta team will lead a phased, multi-step process for community meetings. Each meeting will be scheduled strategically during the project process to collect input and build support for the project. Key West will be responsible for securing all event space for this project.

### *Community Kickoff Meeting*

The Alta team will work Key West staff to organize a Community Kickoff Meeting. The meeting will be use to share information about the project process, review analysis findings, and begin prioritizing community goals for the project.



## Community Charrette

The Charrette will be an intensive, multi-day workshop structured to create an efficient and cost-effective format for additional data collection, project concept development, broad public input and recommendation development and prioritization. The format allows the client, consultant team, and stakeholders to focus on the project in an intensive, but flexible format that enhances the plan outcomes, shortens the duration of the planning process and generates momentum for implementation. We will include both engineering and program concepts in the charrette format to include all of the E's of walk and bike friendly communities. Below is a summary of the charrette approach:

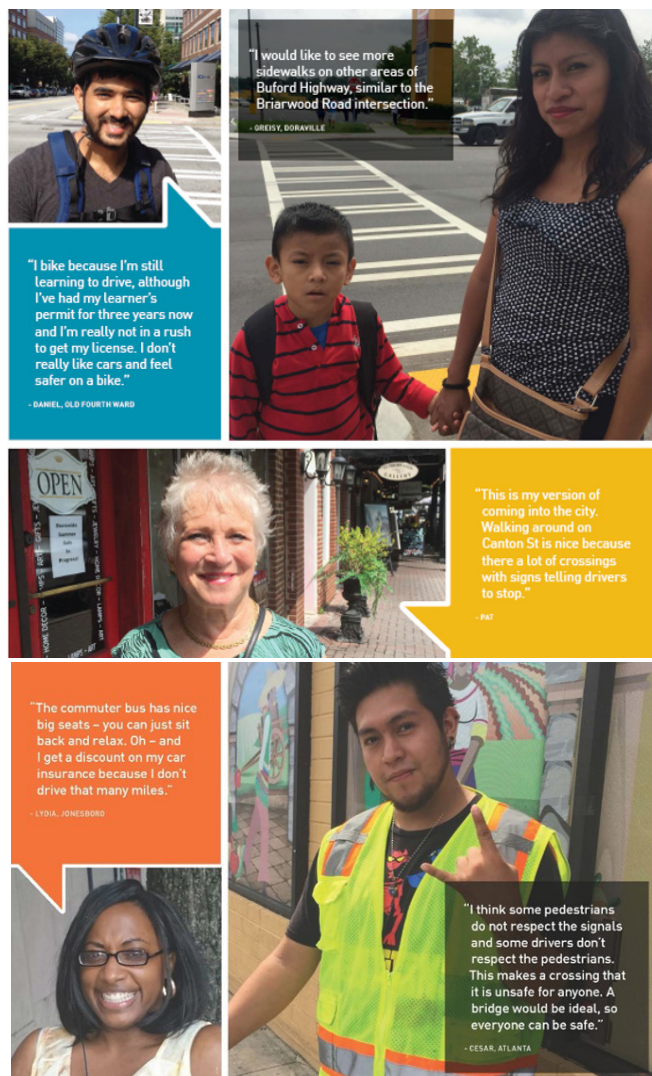
- **Day One: Visioning Review** - Meetings with PSC to review work completed to date, including base maps and the visioning work. Strategic field work, stakeholder meetings and development of preliminary recommendations. City Project Manager (CPM) meeting to review work completed to date.
- **Day Two: Concept Development and Public Workshop** - Work on preliminary recommendations, stakeholder interviews and additional strategic field surveys. The Public Workshop will review work completed to date and localized issues or opportunities.
- **Day Three: Concept Refinement** - Based on input at the public workshop, the Alta team will refine network recommendations as well as concepts developed for the Engineering (Infrastructure Plan). Work will be done in an open studio format where the public and stakeholder can stop by to share input as concepts are developed.
- **Day Four: Recommendations and Next Steps** - Finalizing preliminary recommendations and discussing next steps. The recommendations and concepts developed during the charrette will be used to develop the draft recommendations.

## Community Open House

The final community meeting will be an Open House. The format will allow the public to attend at their convenience to review results of the draft Plan and learn about next steps. It will also be an opportunity for the community to celebrate the conclusion of the planning process and prepare everyone involved with the Plan development for implementation.

## 2.7 Parklet Tabling Event

The Alta team will setup a parklet during the charrette to collect community input about the Plan. The Parklet



Handlebar and sidewalk interviews provide a personal and human connection between policy and local need.

provides an opportunity to reach and engage a wide range of community members as they go about daily life including visitors, workers, residents, and business owners. Tabling at the parklet will also provide an opportunity for Key West staff to promote the Plan. The Alta team will work with Key West staff to secure space for the parklet.

## 2.8 Handlebar and Sidewalk Interviews

The Alta team will conduct interviews to collect first-person narratives from sample user groups at a variety of walking, biking, and transit locations, such as bicycle riders along a popular commuting route or transit riders at a bus stop. Quotes from the interviews will be used to promote the project and communicate project needs as part of the final plan. The information will be used to provide a personal and human connection between policy and local need.

## 2.9 Project Video

Throughout the project process, the Alta team will collect video of existing conditions to document how people currently travel in Key West as well as interviews of plan participants and meetings held throughout the project. The videos will be combined at the conclusion of the project with plan graphics to summarize the project needs as well as key plan recommendations. The video will be developed with a focus on two key goals: Summarize the planning process and summarize plan recommendations.

### Task 2 Deliverables

- Up to five (5) Project Steering Committee meetings
- One (1) Stakeholder Interview session
- One (1) Community Survey
- One (1) Project Website
- One (1) Interactive Map
- One (1) Community Kick-Off Meeting
- One (1) Community Charrette
- One (1) Community Open House
- One (1) Parklet Tabling Event
- One (1) Pilot Project During Open Street Nashville Event
- One (1) Handlebar and Sidewalk Interview session
- One (1) Project Video

## TASK 3: INVENTORY – EXISTING CONDITIONS REPORT

### 3.1 Previous Plan and Project Review and Summary

To see that the project can be completed efficiently, Alta will rely on Key West staff and stakeholders for relevant background information. Alta will review available relevant plans done by Key West and partner organizations to document goals and priorities related to walking and biking in the City. Documents to be reviewed include (but are not limited to):

- Key West Comprehensive Plan
- Key West Strategic Plan
- Key West Open Space and Recreation Master Plan
- Key West Transit Development Plan
- Monroe County Comprehensive Plan
- Key West (unadopted) Bicycle Master Plan
- Key West (currently adopted) Bicycle and Pedestrian Strategic Plan

- Key West Capital Improvement Plan

The research results will be used to guide work related to the development of a vision, goals, and recommendations for this plan.

### 3.2 Peer and Aspirational City Review

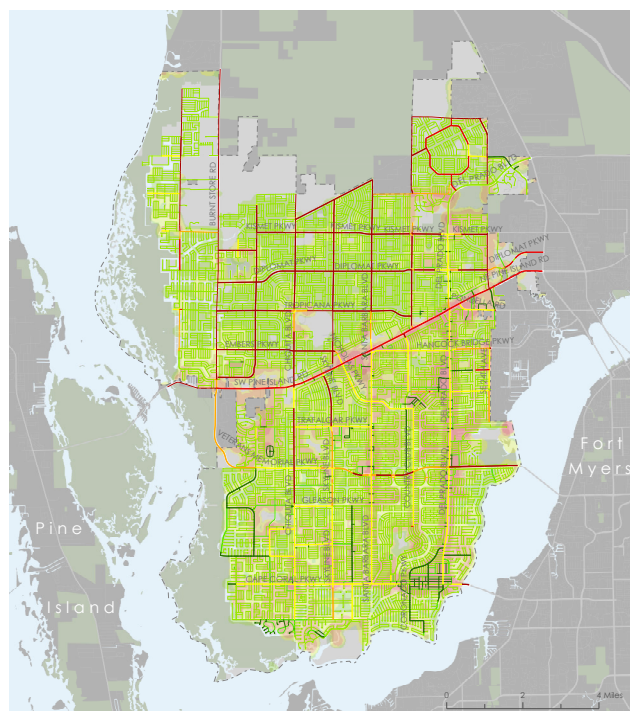
The Alta team will develop a peer and aspirational profile to examine how Key West compares to similar communities in terms of development pattern, population, and tourism. The Alta team will also examine how Key West compares to communities with high quality bicycle and pedestrian networks and ridership. The comparison will use readily available Census data to compare demographic and commute rates as well as policy and infrastructure metrics, such as whether a community is designated Walk Friendly or Bicycle Friendly. The Alta team will work with the CPM and the PSC to select peer and aspirational cities that will be relevant to the Key West community. The information collected will be used to highlight best practices and how Key West compares to communities with significant walking and biking rates.

### 3.3 Community Profile

The Alta team will collect demographic, population (including seasonal changes), employment, commute and safety information for Key West as well as a sample cross section of regional jurisdictions. The information will be used to establish a baseline for comparison to other peer regions and cities similar in size, population and development pattern. The information will also be used to describe travel patterns and trends in Key West.

### 3.4 Walk Friendly and Bicycle Friendly Community Survey

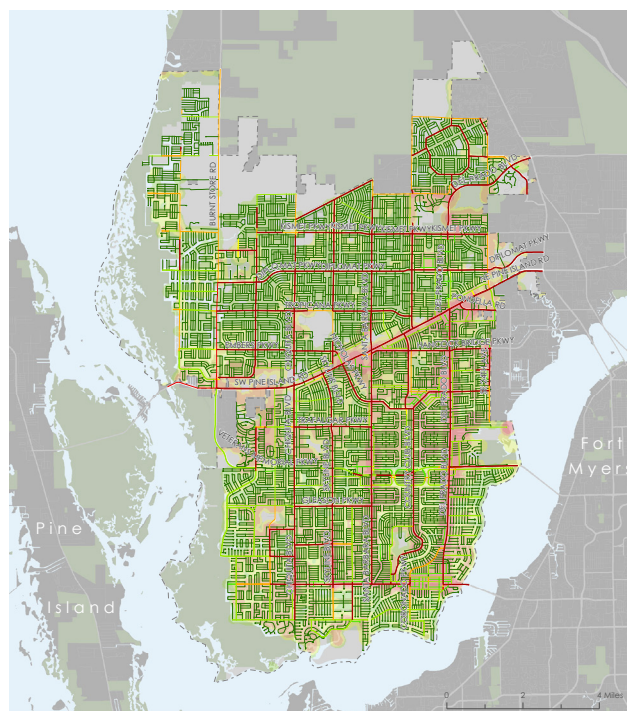
Alta will develop a 'scorecard' Walk and Bicycle Friendly Community assessment, based on data collected during this task, interviews with stakeholders, and on the WFC and BFC application criteria established by the Pedestrian and Bicycle Information Center and the League of American Bicyclists, respectively. This audit tool will be used to identify existing strengths, weaknesses, opportunities, gaps, and next steps for the City of Key West to achieve BFC and WFC recognition. It will also be used as a tool to assess existing policies that impact walking and biking decision-making in Key West. The findings will be used to inform and organize the recommendations and implementation strategies for the BPMTF.



### Pedestrian Suitability

City of Cape Coral, Florida  
Bicycle and Pedestrian Master Plan

Map Created: 5/17/2016



### Bicycle Suitability

City of Cape Coral, Florida  
Bicycle and Pedestrian Master Plan

Map Created: 5/19/2016

The Bicycle and Pedestrian Suitability Analysis for the Cape Coral Bicycle and Pedestrian Plan helped identify where demand for walking and biking is highest and where improvements area needed most to create a network accessible by all ages and abilities. It was also used to prioritize projects for implementation.

### 3.5 Field Investigation by Bike and on Foot

The Alta team will work with the CPM and the PSC to develop a list of corridors and locations that merit greater attention. The Alta team will conduct field review of these facilities, including touring by bicycle and on foot. Field investigation will be used to ground-truth GIS-based data, where necessary, and to provide context for the existing bikeway and walkway network and potential improvements.

### 3.6 Data Collection and Base Maps for Existing and Proposed Bicycle and Pedestrian Infrastructure

The Alta team will work with Key West staff to develop a comprehensive base map of existing and proposed bikeways, walkways and trails. The inventory will be catalogued graphically on a study map along with connecting segments in adjacent communities and supporting information (such as rail corridors, parks, bodies of water, etc.).

### 3.7 Safety Analysis

Pedestrian and bicycle-related crash data (injuries and fatalities) will be collected from the past five years to identify the magnitude of crashes involving people walking and bicycling, as well as countywide and

locational trends over time. Crash data will be plotted graphically to identify locations with high numbers of crashes. Information derived from this analysis will be used to identify specific locations needing improvements including possible enhancements in motorist, pedestrian, and bicyclist awareness and educational programs. Based on the availability of information in the data, we will assess the who (age and gender of people involved in the crash by transportation mode), what (five year trends), where (street, intersection, and mid-block), and when (time, day, month/season) of pedestrian and bicycle crashes to understand contributing factors and appropriate solutions. It will also be used to identify systemic safety trends, such as crash locations by roadway type and land use type.

### 3.8 Traffic Count Data Collection

The Alta team will collect vehicular data from FDOT Florida Traffic Online. The Alta team will also collect bicycle and pedestrian counts from current counters being used in Key West as well as coordinate bicycle and pedestrian counts. The bicycle and pedestrian counts will be done at up to five locations and coordinated with Key West staff and volunteers. Locations will be selected to capture the range of areas people are walking and biking in Key West. The counts will be



done in line with the National Bicycle and Pedestrian Documentation Project standards to identify volumes as well as information about who is walking and biking, such as gender and age. The information will be used to develop a baseline set of performance measures to track the impact of investments in walking and biking infrastructure and changes in travel patterns. The information will also be used to analyze level of traffic stress and inform design decisions for proposed infrastructure improvements. The Alta team will work with the CPM to identify bicycle and pedestrian count locations as well as train volunteers and staff to conduct the counts.

### 3.9 Bicycle and Pedestrian Suitability Analysis

The Alta team will develop a Bicycle and Pedestrian Suitability Index (BSI and PSI respectively). The foundation of the model is that a bicycle and pedestrian network is likely to attract a large portion of the population if its fundamental attribute is low stress connectivity. The PSI and BSI are supply and demand models that evaluate existing roadway characteristics (supply), such as speeds, vehicle volumes, presence of walking or biking facilities and other factors that influence the level of traffic stress (LTS), and quantify factors that influence walking and biking activity, such as proximity to transit, schools, and parks as well as population and employment density. The results from the analysis will be used to assess bicycle and pedestrian level of service and combined with the safety analysis and community input to identify and prioritize projects for implementation.



Alta will develop a customized Complete Street Design Guide that is aligned with innovative best practices and calibrated to guide local implementation and project recommendations.

### Task 3 Deliverables

- One (1) Previous Plan and Project Review and Summary
- One (1) Peer and Aspirational City Review
- One (1) Community Profile
- One (1) Walk Friendly and Bicycle Friendly Community Survey
- One (1) Field Investigation by Bike and on Foot
- One (1) Data Collection and Base Maps Set for Existing and Proposed Bicycle and Pedestrian Infrastructure
- One (1) Safety Analysis
- One (1) Traffic Count Data Collection
- One (1) Bicycle and Pedestrian Suitability Analysis
- One (1) Existing Conditions Report summarizing the research and analysis conducted for Task 3

## TASK 4: COMPLETE STREETS DESIGN GUIDE

### 4.1 Complete Streets Design Guide Development

The Alta team will develop a customized complete streets design guide to support decision-making about infrastructure recommendations developed for the BPMTF. The guide will summarize how national and state guidelines from AASHTO, FHWA, NACTO, ITE and FDOT among others relate to local policies and standards. In addition to summarizing and describing the range of bicycle and pedestrian facilities, traffic calming measures, and intersection treatments for the BPMTF, the guidelines will establish flow charts for policy and decision-making related to the public right-of-way. Topics to address include but are not limited to:

- On-street bikeways
- Bicycle boulevards
- Share use paths
- Walkways
- Intersection treatments
- Traffic calming

The guidelines will include diagrams, cross sections, plan view concepts, and supporting narrative in a graphically rich, easily accessible format to describe design intent for walking and biking infrastructure in Key West.

### Task 4 Deliverables

- One (1) Complete Streets Design Guide

## TASK 5: BICYCLE AND PEDESTRIAN NETWORK PLAN

### 5.1 Bicycle, Pedestrian, and Shared Use Path Network Maps

Based on the community goals and objectives established during Task 2, the existing conditions analysis conducted during Task 3, as well as staff and steering committee direction, Alta will recommend a network of bicycle and pedestrian facilities for the City in text and GIS formats, incorporating the existing bikeway and walkway network and recommending new routes to address gaps, deficiencies and needs. All recommended bikeway and walkway facilities will be described by a classification system and address on-street bikeway, walkway, and shared use path types. The recommended network will be developed to create a high-quality, low traffic stress network that is comfortable, safe, supports daily life in Key West, and is accessible by all ages and abilities.

For the recommended network, GIS maps will be submitted to the City for review and approval prior to preparing a draft plan. Alta shall make any necessary revisions on the proposed system for inclusion in

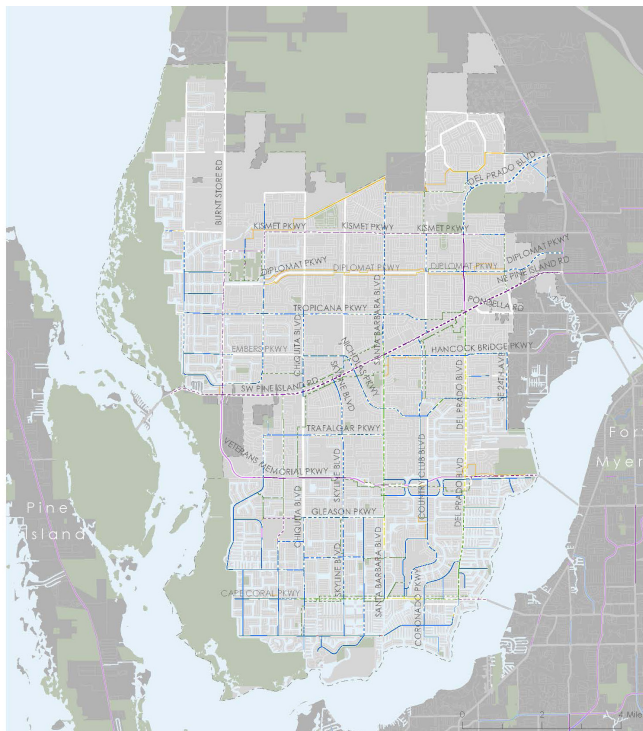
the draft plan. Using the information collected in the previous tasks, Alta will produce a GIS map identifying the recommended on-street bikeway, sidewalk and trail network for the City.

### 5.2 Periodization of Bicycle and Pedestrian Network Recommendations

A key element of the plan will be a prioritized and phased approach to infrastructure projects. We realize implementation and development is a long-term process, so the Alta team will provide a phasing strategy that focuses first on areas in highest need of active transportation improvements and connections. We will work with Key West staff and the PSC to develop a prioritization methodology for projects.

The Alta team will develop prioritization matrices that will guide construction and maintenance priorities for active transportation infrastructure. This process ranks pedestrian and bicycle network segments and intersections according to weighted criteria that may include:

- Safety and comfort
- Route directness and connectivity



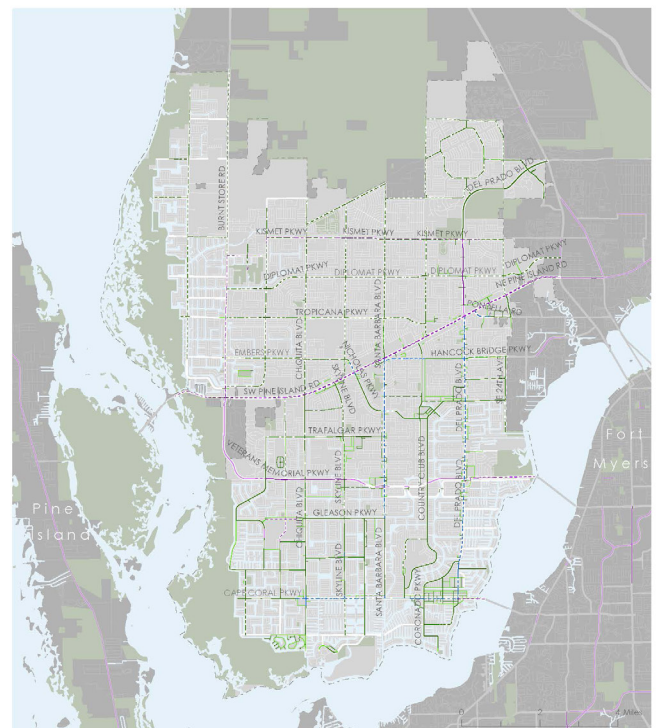
Existing and Proposed Bikeways and Bike Routes

City of Cape Coral, Florida  
Bicycle and Pedestrian Master Plan

Map Created: 7/16/2016

**Proposed Bikeways**  
 Shared Lane Marking  
 Neighborhood Greenway  
 Bike Lane  
 Buffered Bike Lane  
 Separated Bike Lane  
 Multi-Use Path  
 Bicycle and Pedestrian Bridge  
 To Be Determined

**Existing Bikeways and Routes**  
 Signed Bike Route  
 Bike Lane  
 Buffered Bike Lane  
 Multi-Use Path on one side of street  
 Multi-Use Path on both sides of street



Existing and Proposed Pedestrian Facilities

City of Cape Coral, Florida  
Bicycle and Pedestrian Master Plan

Map Created: 7/16/2016

**Proposed Facilities**  
 Install New Walkway  
 Enhance Existing Walkway  
 Construct New Multi-Use Path

**Existing Facilities**  
 Sidewalk on one side of street  
 Sidewalk on both sides of street  
 Multi-Use Path on one side of street  
 Multi-Use Path on both sides of street

Alta will develop recommendations to create a complete and connected bikeway, walkway, and trail network on the island that is comfortable, safe, and intuitive.

- Proximity to destinations
- Cost effectiveness
- Public support

The Alta team will develop two prioritization tables based on the outputs of Tasks 5.1:

- Pedestrian network improvements
- Bicycle network improvements

These tables will be weighted using criteria agreed upon by Key West staff and the PSC. The tables will be populated with key information, such as project name, location, facility type, and implementation strategy, such as re-stripping or capital project.

### 5.3 Existing and Proposed Bicycle and Pedestrian Facilities in Open Street Maps

At the conclusion of the planning process, the Alta team will convert the existing and proposed bicycle and pedestrian facilities into a format compatible with Open Street Map. The information, once in Open Street Maps, will be available for open source tools and the public to use for on-going initiatives that support the implementation of the BPMTP.

#### Task 5 Deliverables

- One (1) Bicycle, Pedestrian, and Shared Use Path Network Maps Set
- One (1) Prioritized project list for the bicycle and pedestrian network plan
- One (1) Existing and proposed bicycle and pedestrian facilities in a digital format compatible with Open Street Maps
- One (1) Bicycle and Pedestrian Network Plan

## TASK 6: ENGINEERING (INFRASTRUCTURE) PLAN

### 6.1 Infrastructure Work Plan

A prioritized Infrastructure Work Plan for fundable, high priority projects for the short-term will be developed, along with an unconstrained implementation plan for the long-term. The project list will include a ten-year implementation program split into two five-year ranges of specific projects for mid-range and long-range implementation. The project recommendations will be ranked according to general planning criteria and submitted to the CPM and PSC for review and comment. Based on feedback from the PSC, a phasing plan will be developed based on the ranking criteria combined with (a) funding availability and requirements (b) other programmed transportation improvements (c) eliminating an immediate bottleneck or safety hazard (d) ensuring the system grows rationally rather than as a series of disconnected pieces over time.

### 6.2 Wayfinding and Signage Design Guidelines

Bicycle and pedestrian-oriented wayfinding and signage is a key element of an intuitive and safe walking and biking network. The Alta team will develop a set of standards for wayfinding and signage that enhance name recognition for the network while establishing a visual identity that will be distinct and memorable. The standards will be in line with industry best practices and calibrated for local and state design criteria. The final package will include a logo, color palette, and usage standards.

### 6.3 Bicycle and Pedestrian End of Trip Facilities Guidelines

Going forward, Key West will need to go beyond just roadway infrastructure to make walking and biking trips a convenient choice. This task will focus on elements that increase convenience and encourage

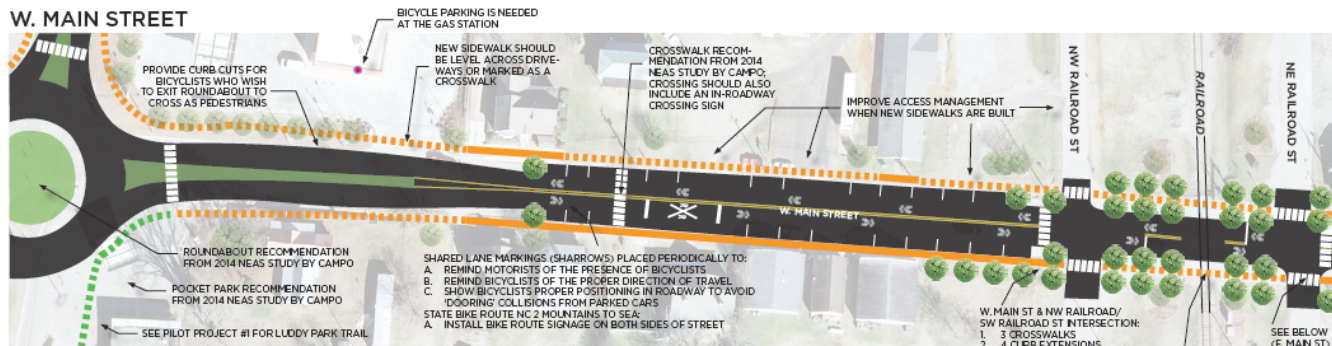


The Alta team will develop a set of standards for wayfinding and signage that enhance name recognition for the network while establishing a visual identity that will be distinct and memorable.

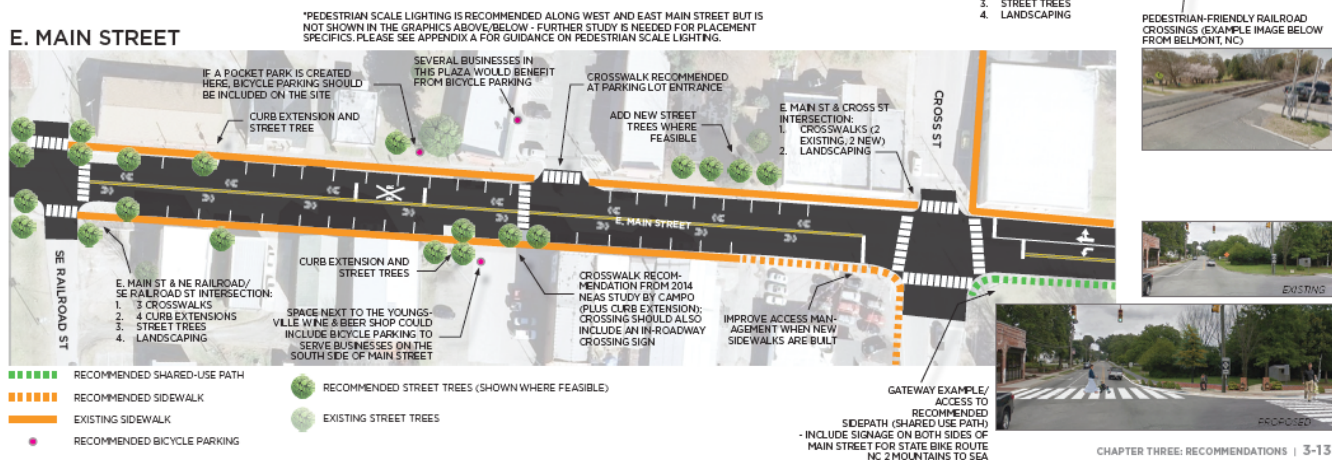


## PILOT PROJECT #2 MAP: MAIN STREET IMPROVEMENTS

### W. MAIN STREET



### E. MAIN STREET



CHAPTER THREE: RECOMMENDATIONS | 3-13

Alta generates high-quality concept graphics for priority pedestrian projects.

more people to walk and bike. Recommendations will build on findings from Task 2 and 3 to document ways support facilities can influence walking and bicycling travel choices as well as convenience, comfort and safety at the beginning or end of a trip. Bicycle parking for people biking and quality public spaces and shade for people walking are some examples. The outcome of this task will be a best practices menu of walking and biking end-of-strip facilities to support public and private development projects. Recommendations will also be developed for policy changes, including code changes for bike parking requirements, and design guidelines for bike parking placement and implementation.

### 6.4 Priority Intersection/Crossing/Corridor/ Area Wide Concept Plans

The Alta team will produce detailed project sheets for up to ten (10) selected projects, which will be selected by the City. These project sheets can address key intersections identified during the planning process. Detailed project description sheets can serve as an excellent tool for future implementation and funding applications. Project sheets will describe key characteristics of each proposed route or route segment including:

- Street, roadway or corridor name
- Typical details for area-wide improvements such as bus shelters, benches, and bike parking
- Plan-view concept drawings
- Cross sections for corridor projects
- Logical termini and geographic location
- Planning level cost estimates
- Proposed facility type(s)
- Key safety issues
- Jurisdictional responsibility
- Required actions

### Task 6 Deliverables

- One (1) Infrastructure Work Plan
- One (1) Wayfinding and Signage Design Guidelines
- One (1) Bicycle and Pedestrian End of Trip Facilities Guidelines
- Ten (10) Priority Intersection/Crossing/Corridor Concept Plans
- One (1) Engineering (Infrastructure) Plan





Alta can design and implement safety campaigns targeted at motorists and pedestrians, such as this one done with the City of Eureka, CA, to reduce pedestrian crashes.

## TASK 7: EDUCATION, ENCOURAGEMENT, ENFORCEMENT, EVALUATION, AND EQUITY PLAN

### 7.1 Education and Encouragement Recommendations

Becoming a truly bicycle- and pedestrian-friendly community requires a multi-faceted approach, including strategies beyond traditional engineering and infrastructure projects. By working directly with the public through education efforts and encouragement/marketing programs, Key West has the potential to raise awareness and acceptance of bicycling and walking as normal, healthy, fun parts of everyday life.

Alta will begin this task with a detailed baseline conditions review. The consultant team will interview Key West staff and other organizations or community leaders who have an interest in education and encouragement issues in Key West, such as the Police Department, school PTAs, Parks and Recreation Department, neighborhood, and community groups. The interviews will cover community perceptions of pedestrians and bicyclists, major concerns and opportunities related to walking and bicycling, available resources (both human and financial), current and potential partners, and priorities. Up to 8 interviews will be conducted, and the responses summarized in a memo. This will be followed by a meeting with the CPM to discuss the primary audiences, needs, opportunities, and priorities that will be met through the comprehensive education, encouragement, and marketing recommendations.

Alta will then develop a suite of recommended programs that includes information about the program's purpose, likely lead and partner entities, relative cost, potential funding sources, and links to model programs. Alta will prioritize investments and

propose a 5-year action plan to roll out the programs. Recommendations will be based both on results of the previous tasks that identified problem areas plus experience gained in communities around the region and the United States.

### 7.2 Enforcement Recommendations

The Alta team will work directly with public safety officials in Key West to review existing safety programs and the outcomes of the safety analysis for this Plan. Based on input from public safety officials, Key West staff, the PSC, and public input collected for this Plan, the Alta team will develop a suite of recommended enforcement programs that include information about the programs purpose, and likely lead and partner entities.

### 7.3 Evaluation and Monitoring Recommendations

Evaluation efforts help communities measure the impacts of their investments in infrastructure, track progress towards goals, and measure trends related to behavior and preferences. Based on input from the CPM, PSC, and community, the Alta team will develop an active transportation evaluation strategy for Key West based on industry best practices and calibrated for local capacity and goals. Evaluation strategies may include, but are not limited to:

- Publishing an annual active transportation benchmarking report
- Establish an active transportation count program to measure seasonal and annual changes in walking and biking rates in Key West, as well as measure the impacts of infrastructure investments before and after bicycle and pedestrian facilities are constructed
- Conduct regular user surveys to measure preferences and travel choices over time
- Conduct regular safety audits for high crash locations

### Task 7 Deliverables

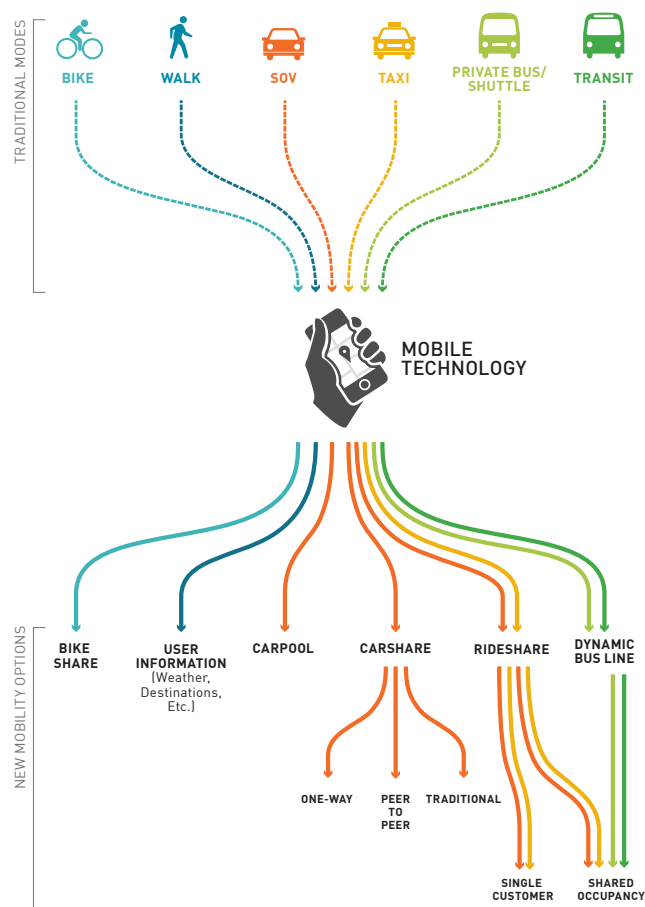
- One (1) Education and Encouragement Recommendations Memo
- One (1) Enforcement Recommendations Memo
- One (1) Evaluation and Monitoring Recommendations Memo
- One (1) Education, Encouragement, Enforcement, and Evaluation Plan

## TASK 8: MULTI-MODAL CONNECTIVITY PLAN

The choice to walk and bike is influenced by a variety of factors, including the choice of other modes of travel. Increasingly, technology is expanding the mobility options for people. These new technologies are decreasing the need for personal vehicles and expanding mobility options. The Alta team will conduct a policy scan and service assessment of existing and new technologies that can support mobility goals in Key West including shared mobility services, such as TNCs and carshare, transit services, such as bus and car/vanpooling, as well as parking policies, such as off-street parking requirements for private development and parking pricing strategies. The outcome of this task will be a customized set of mobility recommendations that will help Key West enhance and expand travel choices.

### 8.1 Shared Mobility Assessment

Information technology has change the landscape of transportation options. Mobile commuting apps are



The Alta team will develop a policy brief on the current state of shared mobility technologies and provide recommendations on how Key West can use these technologies.

increasingly at the center of people's transportation decision-making and transforming traditional modes of travel, such as personal vehicles becoming a part of transportation network companies (TNCs) with the use of a mobile phone. The Alta team will develop a policy brief on the current state of shared mobility technologies and provide recommendations on how Key West can use these technologies in a way that supports the quality of life and mobility goals in the City.

### 8.2 Transit Assessment

The Alta team will review and assess current transit service in Key West. The focus of this assessment will be on walking and biking access to transit and how existing service frequency and station and stop design influence travel patterns. Based on the findings, the Alta team will provide recommendations on how Key West can enhance mobility by improving access to transit stops and how changes in service frequency can support walking and biking mobility goals in Key West.

### 8.3 Parking Assessment

The Alta team will review and assess current parking policies and parking supply on the island. Based on the assessment, the Alta team will develop recommendations that can help Key West achieve their mobility and economic development goals as well as manage driving demand using and generating revenue for Key West.

### Task 8 Deliverables

- One (1) Shared Mobility Assessment
- One (1) Transit Assessment
- One (1) Parking Assessment

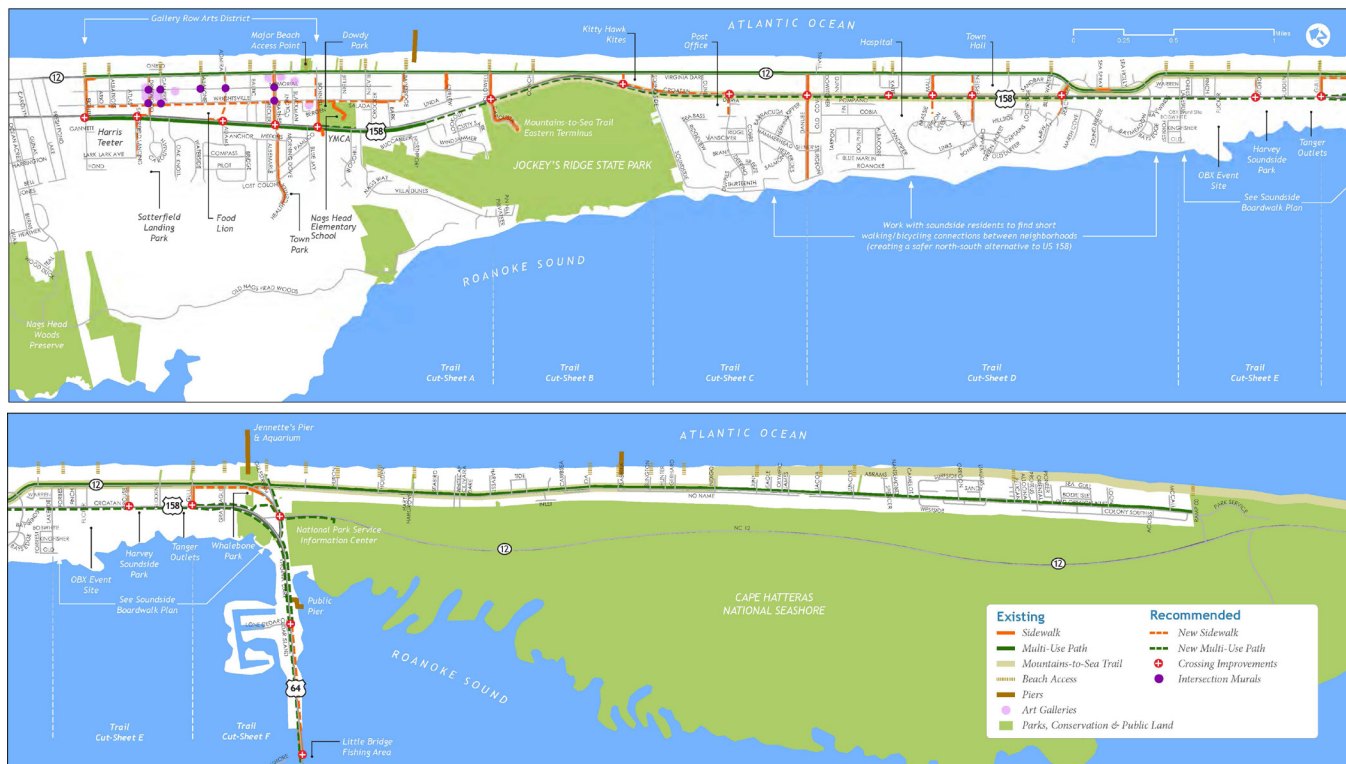
## TASK 9: FUNDING, MAINTENANCE, AND IMPLEMENTATION PLAN

The success of the plan will be tied to the ability for Key West and its community partners (local, regional and state) to coordinate the various elements of this plan in to on-going initiatives and new initiatives. The Alta team will develop an action plan to fund and implementation plan as well as provide regular updates to maintain the plan as a living document.

### 9.1 Funding Strategy

Identifying resources to implement projects and other plan recommendations is critical to moving the BPMTF forward following adoption. Alta will explore funding options from its national experience with public and private sources to finance design, engineering and/or construction of the Plan's proposed network, as well

### MAP 3.1 PEDESTRIAN FACILITY RECOMMENDATIONS



Alta developed a detailed implementation strategy for pedestrian improvements as part of the Nags Head Pedestrian Master Plan.

as strategies for funding non-infrastructure recommendations. Additionally, Alta will analyze how local monies, such as general funds or local taxes, can be leveraged to fund the projects identified in the BPMTMP. The results from the research will outline a comprehensive funding strategy to guide budgeting and grant applications to implement this Plan.

## 9.2 Implementation Plan

The Ala Team will develop a decision-making and responsibility matrix to identify and assign responsibilities for various elements of this project. Implementation will require coordination across multiple departments, external agencies, the business community, and the public. Additionally, the process to develop programs and projects can often be a complex and lengthy process. The Alta team will develop a graphic summarizing the project development process and how recommendations align with existing procedures for project delivery.

## 9.3 Plan Maintenance Strategy

Regular updates for this plan once it is adopted will be a necessary and regular occurrence. Regular updates will help Key West maintain a current record of progress towards achieve the goals identified for the plan and keep the plan recommendations current, as policies and programs change from time to time. The

Alta team will develop a plan maintenance schedule and strategy to Key West staff with regular plan maintenance.

### Task 9 Deliverables

- One (1) Funding Strategy
- One (1) Implementation Plan
- One (1) Plan Maintenance Strategy

## TASK 10: AD HOC

Several of the ad hoc tasks listed in the RFP will be addressed in other tasks. The ad hoc tasks are listed below with an explanation for how they will be addressed. Additionally, a more detailed bike share task description is provided below.

- Recommendations on using Bicycle and Pedestrian Level of Service (LOS) as outlined in the Transportation Element of the City's Comprehensive Plan. **We recommend a shift to using Level of Traffic Stress (LTS) instead of LOS. LTS is easier to administer technically and easier to communicate to a wide audience, including the public and professionals. Our methods for using LTS are described in Task 3 and 5.**
- Analysis with recommendations to bring the "Triangle" high hazard zone (where U.S. 1, North Roosevelt Boulevard, South Roosevelt Boulevard) to at least Bicycle LOS B. **This hazard zone will be**



addressed as part of Task 6 with more detailed concept development to address the safety issues at this intersection.

- Analysis and recommendations for adopting “Stop-as-Yield” Idaho-style stop laws as passed in Aspen (2013), Dillon (2011) and Breckenridge (2011). **This topic will be addressed as part of the Enforcement task for Task 7.**
- Analysis and recommendations of a Bikeshare program for Key West and Stock Island. **See bike share tasks described in Task 10.**
- Analysis and recommendations for “automated bike rental” and “automated scooter rental” and the use of public bike racks and/or public parking spaces rather than or in addition to existing retail and delivery models. **This topic will be addressed as part of Task 6 and Task 8.**
- Discussion of how to work regionally and to better engage FDOT. **This topic will be addressed as part of Task 9.**
- Discussion of e-bikes and how they fit into the plan. **This topic will be addressed in Task 8.**
- Discussion of Scooters, including electric and hybrid scooter-bikes and how they fit into the plan. **This topic will be addressed in Task 8.**

### 10.1 Bike Share System Plan

The Alta team will develop a preliminary bike share system plan that outlines the size and extent of a feasible bike share system in Key West. The system plan is developed by combining the results of a GIS analysis, field review and bicycle tours, the project team’s local knowledge, and public and stakeholder input gained during the master plan process (done during Tasks 1, 2, and 3). The size of the system and phasing will be determined in consultation with City staff and will consider station density, geographic dispersal, and minimum system requirements. From this, a recommendation on the appropriate number of stations, bicycles, and docks can be developed.

This task will complement any previous work conducted by the community. It will be important to work with existing bike rental businesses in Key West. These businesses are currently very active in the area and will have concerns and important input regarding the potential introduction of a bike sharing system in Key West. Bike rental businesses will be engaged early in the planning process and goals will be developed related to bike share and bike rental, including identification of user groups and target markets. The outcome of working with the bike business community

in Key West will be building consensus about a bike rental and bike share system strategies can support Key West’s economic development, mobility, and quality of life goals.

### 10.2 Bike Share Business Plan Model and Financial Plan

The “Business Model” refers to the organizational and funding structure of a bike share system. The Alta team can summarize the primary organizational models in North America and provide a recommendation on the most appropriate model for Lancaster. The evaluation can consider who owns, administers, and operates the system and summarize the advantages and disadvantages of each business model. A five-year business pro-forma can be developed to show the expected annual and cumulative profit and loss for the proposed bike share system. This can include the following analysis:

- System Costs: An estimation of costs associated



The Alta team will develop a preliminary bike share system plan that outlines the size and extent of a feasible bike share system in Key West.

with capital (equipment purchase), launch, administration, and operation of the system

- User Revenues: The development of a potential user fee schedule based on the objectives of the system, rates and fees for comparable transportation services, and rates in other cities adjusted for cost of living

### **Task 10 Deliverables**

- One (1) Bike Share System Plan
- One (1) Bike Share Business Plan Model and Financial Plan

## **TASK 11: FINAL BICYCLE AND PEDESTRIAN MASTER TRANSPORTATION PLAN (BPMPT)**

### **11.1 Draft Master Plan**

Based on Task 1 through 10, the Alta team will prepare a Draft BPMPT. The report will clearly and concisely present study recommendations, including previous working papers, into a complete study record. The Draft BPMPT will be developed with the two objectives of:

- Providing a blueprint for a comprehensive system in Key West that makes walking and bicycling for all purposes and by all users accessible, safe and desirable; and
- Providing a strong, strategic funding plan for walking and bicycle facility expansion, improvement and implementation within Key West.

The Alta team will submit one electronic copy of the Draft BPMPT for review by Key West staff and the PSC. The draft will also be presented at the Open House for review and comment by the public.

### **11.2 Final Master Plan**

We assume that all staff, PSC, and other reviewer comments will be compiled by CPM and provided to the Alta team after the draft stage. Alta will address the Draft comments and incorporate them into the Final BPMPT. We will submit one electronic version of the Final Plan to the CPM for review to see that that all comments have been addressed. Upon approval, Alta will provide final electronic and print files.

### **Task 11 Deliverables**

- One (1) Draft Plan
- One (1) digital copy of Final Plan



Alta has dynamic graphic presentation capabilities, and we have prepared many graphically-compelling bicycle and pedestrian master plan documents that have provided momentum for project implementation and funding.

# Schedule

The Alta team is flexible with the proposed timeline below. The most important goal is to meet the schedule needs of the City of Key West. Our team has an excellent record of delivering high-quality, award-winning plans to communities on time and within defined budgets. Alta has both the local presence and national reach to match the needs of this particular project, as well as adequate availability for all key personnel involved.

The majority of the work to create a draft plan will take 7 to 8 months, depending on when the project can get started, where holidays fall in the schedule, and the final schedule for public meetings. The proposed schedule assumes an October start date and the existing conditions assessment to be concluded by the end of the year. In January, the public involvement will begin to coincide with seasonal increases in residents and visitors and not be interrupted with major holidays. Once the draft plan is developed, we have created a 2 to 4 month adoption schedule. The final schedule will be adjusted with the CPM at the project kickoff meeting.

Task	2016			2017								
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<b>1 Project Administration</b>												
1.1 Project Kickoff Meeting												
1.2 Project Management Plan												
1.3 Project Management Meetings												
1.4 Project Progress Reports and Invoicing												
1.5 Project File Sharing												
<b>2 Public Engagement</b>												
2.1 Project Steering Committee												
2.2 Stakeholder Interviews												
2.3 Community Survey												
2.4 Project Website												
2.5 Interactive Map												
2.6 Community Meetings												
2.7 Parklet Tabling Event												
2.8 Handlebar and Sidewalk Interviews												
2.9 Project Video												
<b>3 Inventory - Existing Conditions Report</b>												
3.1 Previous Plan and Project Review and Summary												
3.2 Peer and Aspirational City Review												
3.3 Community Profile												
3.4 Walk Friendly and Bicycle Friendly Community Survey												
3.5 Field Investigation by Bike and Foot												
3.6 Data Collection and Base Maps (existing and proposed infr)												
3.7 Safety Analysis												
3.8 Traffic Count Data Collection												
3.9 Bicycle and Pedestrian Suitability Analysis												
<b>4 Complete Streets Design Guide</b>												
4.1 Complete Streets Design Guide Development												
<b>5 Bicycle and Pedestrian Network Plan</b>												
5.1 Bicycle, Pedestrian, and Shared Use Path Network Maps												
5.2 Periodization of Bicycle and Pedestrian Network Recommendations												
5.3 Existing and Proposed Bicycle and Pedestrian Facilities in Open Streets Maps												

# Schedule, cont.

Task	2016			2017								
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<b>6 Engineering Plan</b>												
6.1 Infrastructure Work Plan												
6.2 Wayfinding and Signage Design Guidelines												
6.3 Bicycle and Pedestrian End of Trip Facilities Guidelines												
6.4 Priority Intersection/Crossing/Corridor Concept Plans												
<b>7 Education, Encouragement, Enforcement, and Evaluation Plan</b>												
7.1 Education and Encouragement Recommendations												
7.2 Enforcement Recommendations												
7.3 Evaluation and Monitoring Recommendations												
<b>8 Multi-Modal Connectivity Plan</b>												
8.1 Shared Mobility Assessment												
8.2 Transit Assessment												
8.3 Parking Assessment												
<b>9 Funding, Maintenance, and Implementation Plan</b>												
9.1 Funding Strategy												
9.2 Implementation Strategy												
9.3 Plan Maintenance												
<b>10 Ad Hoc</b>												
10.1 Bike Share System Plan												
10.2 Bike Share Business Plan Model and Financial Plan												
<b>11 Final Master Transportation Plan</b>												
11.1 Draft Master Plan												
11.2 Final Master Plan												

Work Task



Deliverable



Meeting





## Personnel



### John Cock *Principal-in-Charge*



Over the last two decades, John has worked on urban trail, bicycle, pedestrian, Complete Streets, and urban redevelopment projects with national and local agencies, non-profit organizations, and numerous cities across the Southeast. John has special expertise in the areas of planning and design for walking and bicycling, land use and transportation integration, Complete Streets design, transit station area planning, bike share planning, project management, and group facilitation. He has participated in planning trails and bikeways in urban, suburban, and rural contexts including Atlanta, Memphis, Chattanooga, Greenville, and Charlotte.

#### EDUCATION

Master in City and  
Regional Planning,  
Rutgers University, 1999

BA, Religion, Davidson  
College, 1989

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2009–

Associate Planner,  
The Lawrence Group,  
2005– 2009

Principal Planner,  
Charlotte-Mecklenburg  
Planning Commission,  
1999–2005

Staff Planner,  
Mecklenburg-Union  
MPO, 1999– 2002

Bicycle/Pedestrian  
Intern Planner, The RBA  
Group, 1998–1999

Coordinator, Parks &  
People Foundations,  
Baltimore, 1995–1997

#### RELEVANT EXPERIENCE

- Cape Coral Bicycle and Pedestrian Master Plan, FL
- Jacksonville Transit Authority Complete Streets Study, FL
- Lee County MPO TIGER V Complete Streets Grant Application & Map-21 Project Prioritization Study, FL
- Inverness Bicycle Master Plan, FL
- Sunrise Bicycle, Pedestrian and Trails Master Plan, FL
- City of Knowledge Bicycle and Pedestrian Network Analysis and Design, Panama
- Cycle Atlanta: Phase 1.0, Atlanta, GA
- Columbia Bicycle and Pedestrian Master Plan and Bike Share Plan, SC
- Jefferson Parish Bicycle Master Plan, LA
- Easley Bicycle and Pedestrian Master Plan, SC
- Albany Bicycle and Pedestrian Master Plan, GA
- Greenville Bicycle Master Plan, SC
- Fountain Inn Bicycle and Pedestrian Connectivity Plan, SC
- Memphis Pedestrian and School Safety Action Plan, TN
- Wingate Comprehensive Pedestrian Plan, NC
- Memphis Bike Share Feasibility Study, TN
- Chattanooga Bike Share Program, TN
- Atlanta Streetcar Project, GA
- Franklin Comprehensive Transportation Network Plan, TN
- Davidson Pedestrian Master Plan and Health Impact Assessment, NC
- Charlotte Northeast Light Rail Extension Bicycle Facilities Study



## Brad Davis, AICP, CNU-A

### Project Manager



#### EDUCATION

MCRP, Georgia Institute of Technology, 2008

BA, Sociology, University of Florida, 2005

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2013–

Robert and Company, Senior Planner, 2011–2013

Personal Consulting, Owner, 2011–2012

AMEC, Project Planner, 2008–2011

#### PROFESSIONAL ORGANIZATIONS

American Institute of Certified Planners – AICP (#024765)

American Planning Association

Georgia Planning Association

Congress for the New Urbanism– Accreditation

Association of Pedestrian and Bicycle Professionals

Brad's leadership as a project manager has benefited from his planning experience in the public and private sectors, having worked at the regional level for the Atlanta Regional Commission and at the local level with the City of Atlanta Department of Planning. He is one of Alta's experts in navigating the challenges of urban mobility policy and planning, Having worked with a variety of municipal clients to address community needs related to project prioritization and funding, network design, mode choice, economic benefits of active transportation investments, health and safety analysis, infrastructure design, and stakeholder coordination. Brad has focused on synthesizing diverse opinions and interests, along with complex information, into collective visions and action plans for implementation. With all of this work, Brad is committed to building healthier communities through better policy, design, and implementation. .

#### RELEVANT EXPERIENCE

- Cape Coral Bicycle and Pedestrian Master Plan, FL
- Jacksonville Transit Authority Complete Streets Study, FL
- Lee County MPO TIGER V Grant Application & Map-21 Project Prioritization Study, FL
- FDOT Central Office, Statewide Bicycle and Pedestrian Data Collection and Safety Action Plan, Tallahassee, FL
- Sunrise Bicycle, Pedestrian and Trails Master Plan, FL
- Lee County MPO Bicycle and Pedestrian Plan Update, FL
- Lee County TIGER Wayfinding Plan, FL
- Albany East Riverfront Transportation Plan, GA
- Spalding County Comprehensive Transportation Plan Update, GA
- Sweet Auburn Living Beyond Expectations Tactical Urbanism Initiative, Atlanta Regional Commission, GA
- University of Alabama-Birmingham Complete Streets Implementation, Birmingham, AL
- Cycle Atlanta: Phase 1.0, Atlanta, GA
- Atlanta Regional Commission Bicycle and Pedestrian Plan Update, GA
- Milton Trails Feasibility Study, GA
- Silver Comet Trail Economic Impact Analysis and Planning Study, GA
- Hattiesburg MPO Pathways Master Plan, Hattiesburg, MS
- Palmetto Trail Statewide Master Plan, SC
- Cumberland Area Pedestrian Plan, GA
- Perimeter CID Bicycle Programs, Atlanta, GA
- City of Sunrise, FL Bicycle, Pedestrian and Trails Master Plan
- Paul Maillard Road Corridor Revitalization Plan, St Charles Parish, LA
- FHWA Pedestrian and Bicycle Data Collection Report\*
- Atlanta-Decatur Bike Share Feasibility Study, Atlanta, GA\*

*\*Completed prior to joining Alta*



## George Hudson, PLA

### Senior Advisor



#### EDUCATION

MLA, University of  
Oregon, Eugene, 1985

BLA, University of  
California, Berkeley, 1983

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2000-

City of Portland OR),  
Parks & Recreation,  
Landscape Architect,  
Trail Planner, 1990-2000

Project Manager,  
Mayer Reed Landscape  
Architecture, Portland,  
Oregon, 1989-1990

Project Designer, Tsubio  
Mamuyac & Associates,  
Sacramento, California,  
1985-1989

#### PROFESSIONAL REGISTRATIONS

Professional Landscape  
Architect: NC (#1804),  
OR (#280), TX (#2310),  
CA (#4455), ID (#16587),  
NV (#624), WA (#814)

George is a Professional Landscape Architect with 30 years of experience, and is one of the leading trail and bikeway designers in the United States. George leads the Tallahassee, FL office. He has worked exclusively on alternative transportation projects for the past eighteen years. He has acquired rights-of-ways, master planned over 300 miles of alternative transportation routes, secured in excess of \$10 million dollars for development projects, facilitated the public process on hundreds of projects, addressed endangered species issues in conjunction with development projects, successfully negotiated trail rights with railroads, and overseen \$35 million dollars of construction. George has a proven record of successfully working on complex projects requiring a multi-disciplinary team approach. His experience has ranged from major urban waterfront esplanades to earthen hiking and ski trails in national forests.

#### RELEVANT EXPERIENCE

##### FLORIDA SHARED USE, NON-MOTORIZED TRAIL (SUNTRAIL), COAST TO COAST CONNECTOR URBAN-RURAL OVERLAY STUDY

Alta was retained by the Tampa Bay Regional Planning Council and the East Central Florida Regional Planning Council to create a world class trail that links together a series of multiple, local trails. The work effort focused on the Coast to Coast Connector (C2C), a 250-mile-long trail that spans from the Atlantic Ocean to the Gulf of Mexico and is the top priority SUNTrail in the state. The need for the creation of an urban-rural design overlay stemmed from the desire to create a world class, Coast to Coast Connector that takes multiple local trails and links them together to form one statewide significant trail. George is serving as Principal-in-Charge on this project.

##### FLORIDA COAST-TO-COAST CONNECTOR

This proposed 275-mile-long bicycle and pedestrian trail will link the Gulf Coast to the Atlantic Ocean through Central Florida. More than 200 miles are already open and in use or in development. The Florida Greenways and Trails Foundation, in support of the Florida Office of Greenways and Trails, contracted Alta to prepare a report and brochure to educate citizens and elected officials about the value of interconnected greenways and trails, and the prospects of the Coast-to-Coast Connector. There are still gaps to close and 72 miles of trail to build. The greatest potential of the Connector lies ahead, with an opportunity to build a world-class destination trail that will generate even greater economic benefit for Florida. The purpose of Alta's report is to describe the benefits that the Coast to Coast Connector can provide. George is serving as Project Manager on this project.

##### ADDITIONAL RELEVANT PROJECTS:

- Lee County TIGER Wayfinding Plan, FL
- Coachella Valley Whitewater River Trail, CA
- Crescent Beach Trail Concept Plan, WA
- Eagle Cliff Trail Feasibility Study, WA
- Maricara Park Trail Design, Portland, OR
- Crescent City Harbor Waterfront Design, CA
- Meridian Pathway Master Plan, Meridian, ID



## Jeff Olson, RA

### *Walk/Bike Friendly Community Advisor*



Jeff Olson is an architect, planner, and author who has been involved in greenways, open space, active living, and alternative mobility projects for more than 25 years. He has had a diverse career with national, international, and local experience in the public, private, and non-profit sectors. His unique vision and leadership ability are important assets to projects ranging from regional planning to site-specific projects and programs. His accomplishments were recently celebrated when he was recognized with a Lifetime Achievement Award from the Association of Pedestrian and Bicycle Professionals.

#### EDUCATION

MA, Public Policy,  
Empire State College,  
State University of New  
York, 1994

BS, Architecture,  
Rensselaer Polytechnic  
Institute, NY, 1983, 1985

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2005–

Director, White House  
Millennium Trails  
Initiative, Office of  
the U.S. Secretary  
of Transportation,  
1998–2001

Bike/Pedestrian  
Program Manager New  
York State Department  
of Transportation,  
1993–1998

Adjunct Faculty—  
Department of  
Geography and  
Planning, UAlbany

#### PROFESSIONAL LEADERSHIP

APBP 2014 Lifetime  
Achievement Award

Co-founder, Association  
of Pedestrian and  
Bicycle Professionals

Advisory Board Member,  
East Coast Greenway  
Alliance and Global  
Urban Development

#### RELEVANT EXPERIENCE

##### CITI BIKE, NEW YORK, NY

Jeff served as advisor during the implementation of New York City's bike share program, Citi Bike. Phase 1 required design of 420 station site plans for permitting in just three months. Sites varied from on-street locations that required buffering from traffic to sidewalk and plaza locations that needed to be strategically located while maintaining clear pedestrian paths of travel.

##### HUBWAY BIKE SHARE STATION PLANNING AND PERMITTING, BOSTON, MA

This system includes 610 bicycles and expanded regionally in 2012. Jeff served as Principal throughout the station-location planning and design process, which included securing permits from the City of Boston, the state parks department, and MassDOT for all 61 station sites.

##### ADDITIONAL RELEVANT EXPERIENCE:

- Tallahassee Bicycle and Pedestrian Master Plan, FL
- St. Johns Rail Trail, FL
- NACTO Urban Bikeway Design Guide
- Providence Bike Share Feasibility Study, RI
- City of Buffalo Bicycle Facility Master Plan, NY
- City of Knowledge Bicycle and Pedestrian Master Plan, Panama
- Rochester Bicycle Boulevards Plan, Rochester, NY
- Watervliet Bicycle Master Plan, NY
- MOVE PGH Transportation Master Plan and Bike Share Site Planning Study, Pittsburgh, PA
- Albany Bicycle Master Plan Implementation and Bike Share Feasibility Study, NY
- Cleveland Complete and Green Streets Design Manual, OH
- South Park Area Bike and Pedestrian Implementation Plan, Charlotte, NC
- Regional Naugatuck and Waterbury Naugatuck River Greenway Routing Study and Plan, CT
- Central Indian River County Greenways Plan, FL
- Rochester Safe Routes to School Pilot Program, NY
- Westchester County Safe Routes to School and Complete Streets, NY
- Saranac Lake Bicycle and Pedestrian Trail Plan, NY
- Charles River Basin Pathway and Bridge Master Plan, MA
- Brookline Emerald Necklace Connections, MA



## Jessica Roberts

### *TDM Specialist*



Jessica is a leader in the Active Transportation and TDM fields. She directs award-winning programs and projects that help people drive less often, and use active and shared modes more often. Her work has won the respect of her peers and her clients, leading to her being named 2015 Professional of the Year by the Association of Pedestrian and Bicycle Professionals. Her team specializes in education, promotion, and marketing programs, including SmartTrips (individualized marketing) programs, and media campaigns. Jessica has written grant applications that have resulted in over \$23 million in grant awards for clients, and is a frequent conference speaker and trainer.

#### EDUCATION

BA, German and Spanish, Lewis & Clark College, 1999

#### PROFESSIONAL HIGHLIGHTS

APBP 2015 Professional of the Year Award

Alta Planning + Design, 2006–

Association of Pedestrian and Bicycle Professionals (APBP) Board, 2016 –

Keynote speaker, Ohio Bicycle/Pedestrian Summit, 2014

Instructor, Making Cycling Irresistible: The Role of Encouragement, Initiative for Bicycle and Pedestrian Innovation (IBPI) at Portland State University, 2012

Instructor, Integrating Bicycles with Streetcar Webinar, Association of Pedestrian and Bicycle Professionals (APBP), 2011

50 Corridor Bicycle-Friendly Communities Speaking Tour, 2015

#### RELEVANT EXPERIENCE

##### DESTINATION DOWNTOWN TDM PROGRAM, VANCOUVER, WA

Through branded commute information, trip tracking and rewards, encouraging events, and ongoing messaging, Destination Downtown has actively engaged 500 employers and over 1500 residents and employees to reduce drive-alone commute trips since 2011. Participants reduced their drive-alone commute trip mode share by ten percentage points. Jessica is the Principal-in-Charge

##### GO PROGRAMS, CHICAGO, IL

The Go Programs are individualized marketing campaigns aimed at helping Chicago residents walk, bike, and use transit more often. Alta is managing this campaign which will reach nearly 40,000 Chicago households in five neighborhoods. To date, the program has reached Bronzeville, Pilsen, Edgewater, and Albany Park residents with direct mail, print resources, community outreach, and events. The highlight of the program has been the local ambassadors hired to conduct outreach, plan custom events, and serve as the face of the program in each community. The guided walks, bike rides, and transit events celebrate the local community and its transportation options and have been quite popular. Jessica is the Principal-in-Charge.

##### DRIVE LESS SAVE MORE INDIVIDUALIZED MARKETING PROGRAMS, OR

In collaboration with the Oregon Department of Transportation and local partners, Alta led individualized marketing programs in five Oregon communities in two years. In 2014, Alta implemented a program in SouthTown, an overlooked neighborhood in the City of Corvallis, and a women and families program in Cedar Hills, a suburban community in the Portland metro area. Alta also led a campus-wide program at Southern Oregon University, reaching over 6,000 students. In 2015, Alta designed and carried out a city-wide program in Astoria and a neighborhood-based program in Salem. Overall these programs have reached over 23,000 individuals, reducing drive-alone trips across the state. Jessica is the Principal-in-Charge.

##### WAY TO GO!, MARIN COUNTY, CA

Jessica led this three-year individualized marketing program that was a key part of WalkBikeMarin. The Way to Go! program reached over 14,000 residents and employees, offering customized information about travel options as well as fun events. Nearly 20% of the target area participated, and two-thirds of post-program survey respondents reported that the “Way to Go!” program motivated them to walk, bike, and take transit more instead of driving.





## Charlie Denney

### *Bike Share Advisor*



Charlie Denney has over 20 years of experience in bicycle and pedestrian planning and program management. The majority of his recent work has been in the Mid-Atlantic and the southeast. Most recently he has worked for Arlington County, Virginia as the Bicycle and Pedestrian Program Manager, overseeing the installation of 23 miles of new bike lanes and managing over 50 bikeway and pedestrian improvement projects. He has also worked as a private consultant on bicycle and pedestrian planning and design projects around the country.

#### EDUCATION

MURP, University of  
Virginia, 1990

BS, Recreation  
Management, University  
of Vermont, 1983

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2007–

Arlington County  
Virginia Bicycle &  
Pedestrian Program  
Manager, 2001–2007

Sprinkle Consulting,  
Planner Project Manager,  
1999–2001

Charles Denney and  
Associates- Planning  
and design consultant,  
1998–1999

Bicycle Federation of  
America, Senior Planner,  
1996–1998

Bikeways and Trail  
Coordinator: Iowa City,  
IA 1992–1996

#### RELEVANT EXPERIENCE

##### RESTON BIKE SHARE FEASIBILITY STUDY, RESTON, VA

The city hired Alta to examine how bike sharing can best serve as an important link to larger transit services, addressing first and last mile trips and how to design an implementable and cost-effective service for Reston. The feasibility study looked at how bikes and stations should be co-located with transit, as well as important origins and destinations in this evolving travel network. Charlie served as Project Manager.

##### CAPITAL BIKESHARE, WASHINGTON, DC & ARLINGTON, VA

Charlie led station site selection and permitting for all the Capital Bikeshare stations located in Arlington. He further assisted with the launch and deployment of the complete Capital Bikeshare system.

##### ADDITIONAL RELEVANT EXPERIENCE:

- Richmond Strategic Multimodal Transportation Plan, VA
- Winchester, VA MPO Pedestrian and Bicycle Inventory Analysis
- Virginia Beaches to Bluegrass Trail Plan
- Bicycle and Pedestrian Planning On-Call Services, Arlington, VA
- Virginia Complete Streets Workshops
- Louisville Loop Feasibility Study, Louisville, KY
- Center City Greenway Study, Philadelphia, PA
- Lick Run Greenway, Phase III, Roanoke, VA
- Bicycling to the Future Federal Workplace, Washington, DC
- District of Columbia Bike Parking Study, Washington, DC





## G. Wade Walker, PE, Hon. ASLA

### Senior Engineer



Wade has over 30 years of experience restoring livability to streets, working within the Complete Streets movement since its start. He is known for working in charrette settings to cost effectively develop community supported concepts. He is a recognized expert in Complete Streets and often speaks at national conferences on balanced multi-modal solutions. He began his career in Central Florida and has worked extensively in the Palm Beach region and West Palm Beach over the years. He leads Alta's engineering practice in the Mid-South and East Coast and is the firm's national Complete Streets expert.

#### EDUCATION

MS, Transportation Systems, University of Central Florida, 1994

BS, Civil Engineering, University of Arkansas, 1991

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2013-

Fuss & O'Neill, 2009-2013

Kubilins Transportation Group, 2005-2009

Glatting Jackson Kercher Anglin Lopez Rinehart, 1993-2005

#### PROFESSIONAL REGISTRATIONS

Professional Engineer:  
FL (#51535), NC (#035533), MS (#20621), TN (#00115128), SC (#30539)

#### RELEVANT EXPERIENCE

- Duvall Street Streetscape Concept, Key West, FL\*
- Jacksonville Transportation Authority Complete Streets Study, FL
- Sarasota Town Center Master Plan, FL
- Downtown Master Plan for Flagler Beach, Flagler Beach, FL\*
- SR 7/US 441 Corridor Master Plan, Broward County, FL\*
- Pensacola Downtown Waterfront Master Plan, Pensacola, FL\*
- University of Central Florida Campus Master Plan, Orlando, FL
- A1A Scenic and Historic Coastal Byway, St. Johns County, FL
- Little Sugar Creek Greenway Design, Charlotte, NC
- Starkville Comprehensive Plan, MS
- Design/Construction Documents for Protected Bike Lanes, Chattanooga, TN
- 3rd and 4th Street Improvements, Chattanooga, TN
- Hampline Park to Park Connector, Memphis, TN
- Brandon Downtown Master Plan and Citywide Comprehensive Plan, MS
- Oxford Comprehensive Plan, MS
- Protected Lanes Feasibility Study - RADTIP, Asheville, NC
- Augusta Street Streetscape, Greenville, SC
- Chattanooga City Center Charrette, TN
- West Side Comprehensive Plan, Greenville, SC
- Folly Road Corridor Study, Charleston, SC
- Johns Creek Redevelopment Plan, GA
- Hartford Downtown Action Strategy, Hartford, CT\*
- New Haven Downtown One-Way Street Conversions, New Haven, CT\*
- El Paso Avenue Complete Street Implementation, Russellville, AR\*
- Unified Development Ordinance, Raleigh, NC\*
- Kenilworth and Scott Avenue and Park Road Corridor Study, Charlotte, NC\*

*\*Completed prior to joining Alta*



## Brian Ruscher

### Project Planner



Brian has been a steward of trails in Florida as a regional land trails coordinator at the Office of Greenways and Trails. During his tenure, he helped manage the Florida Greenways and Trails System Plan and Priority Trails Map, assisted with the development of the SUNTrail program, and lead the leadership council for the Florida Coast to Coast Trail. Brian brings an extensive knowledge of statewide trail policy, particularly in Florida, as well as project management and agency coordination leadership to projects.

#### EDUCATION

Masters of Science in  
Planning, Florida State  
University, 2013

BS, International Affairs,  
Florida State University,  
2011

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2016–

Regional Land  
Trails Coordinator,  
Florida Department  
of Environmental  
Protection, Office of  
Greenways and Trails,  
2013-2016

Research Assistant,  
Florida Department of  
Health Office of Healthy  
Community Design,  
2012-2013

#### RELEVANT EXPERIENCE

##### THE FLORIDA COAST TO COAST TRAIL (C2C), TALLAHASSEE, FL\*

The State of Florida has an advantageous plan to connect the entire state using an inter-connected system of greenways and trails. Through years of planning, careful public outreach, and collaborative governance, the desire to connect the state has created one of the nation's most desirable trail projects, the Coast to Coast Trail. The trail will connect 250 miles of multi-use paths through nine counties, twenty communities, and countless points of interest for local and visiting users. As the Regional Land Trails Coordinator for this area of the state, Brian served as the lead for the C2C Leadership Team, organizing meetings, directing stakeholders to resources useful for the system, and providing presentations to cultivate interest in the project. Brian organized a summit which attracted 150 elected officials, planners, trail managers and users who came together to find common understanding on the need for the trail.

##### UPDATE THE FLORIDA GREENWAYS AND TRAILS UNPAVED TRAIL DESIGN GUIDELINES, TALLAHASSEE, FL\*

As part of its effort to provide first class information to communities on the development of unpaved trail facilities, design standards were formulated in the early 1990s to serve as a clearinghouse of information for federal, state and private resources. This guide was identified as out of date by an advisory council serving the Florida Department of Environmental Protection. Brian was tasked to work with a sub-committee to update these standards. He developed a process for which the committee would operate, executed meeting planning on behalf of the committee, conducted research and reported findings.

##### FLORIDA STATE UNIVERSITY ANALYSIS OF BICYCLE AND PEDESTRIAN FACILITIES, TALLAHASSEE, FL\*

Florida State University's student base is heavily reliant on single occupancy vehicles. As Project Manager for this the 2013 FSU Campus Bike Study, Brian served as project manager to provide the university with an increased understanding of bicycle and pedestrian uses, needs, and preferences on campus, present recommendations to improve the bicycle and pedestrian experience on campus.

*\*Completed prior to joining Alta*



## Melissa Miklus, PLA

### Wayfinding Specialist



Melissa's passion is working with communities to create healthier places through context sensitive planning and design strategies. As the leader of Alta's Mid-Atlantic Region, she has worked with large and small communities in rural, coastal, and urban settings. Melissa thrives on crafting unique and fun public involvement strategies and enjoys leading teams in intensive multi-day field analysis to maximize efficiency and immerse her team in a study area. Her work executing charrettes for redevelopment master plans, Complete Streets, and greenways have provided communities across the east coast with inspiration, vision, and robust public feedback that drives successful grant applications and facility implementation. Melissa also leads Alta's Wayfinding Service Area and has completed community branding, sign design, and placement strategies for vehicular, bicycle, pedestrian, and trail sign packages. She incorporates equity, health and wellness, and conservation into each facet of process and product. Her experience with parks, recreation, and open space system-wide plans, greenway networks, and park master plans fuels her ability to incorporate active living strategies into every project.

#### EDUCATION

MLA, North Carolina  
State University, 2010

BA, Journalism and  
Mass Communications,  
University of South  
Carolina, 2002

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2011–

Assistant, Construction  
Document Design  
+ Development/  
Construction Methods  
+ Materials, NC State  
University, 2010

Teaching Assistant,  
Introduction to  
Environment + Human  
Behavior for Designers,  
NC State University,  
2010

#### PROFESSIONAL REGISTRATIONS

Professional Landscape  
Architect, MD #3875

## RELEVANT EXPERIENCE

### COROLLA VILLAGE CIRCULATION AND WAYFINDING PLAN, NC

Melissa was Lead Designer for this plan aimed at improving circulation for vehicles, pedestrians, and cyclists along the Outer Banks of North Carolina. Building off of the Small Area Plan, Alta conducted field analysis to provide bicycle and pedestrian routes, treatments, and design guidelines. The Master Plan included streetscape improvements, a Trolley Circulator, greenways, on-road bicycle facilities, and a branded wayfinding package.

#### ADDITIONAL RELEVANT EXPERIENCE:

- Lee County TIGER Grant Wayfinding, FL
- Wolf River Greenway Brand Development, Logo, and Wayfinding Package, TN
- Shelby Farms Wayfinding Placement Plan and Route Verification, TN
- Bayou Lafourche Trail Feasibility Study, Branding, Logo, & Wayfinding Package, LA
- Northwest Arkansas Razorback Greenway Wayfinding Placement Plan, AR
- Wichway: Wichita, KS Wayfinding Master Plan
- Salisbury Bicycle Route Safety and Wayfinding Plan, MD
- Goldsboro Wayfinding Master Plan, NC
- Saranac Lake Wayfinding Design and Master Plan, NY
- North Augusta "Greenway" Master Plan Update, SC
- Greene Street Complete Street, Cumberland, MD
- Smart Growth Conference Demonstration Parklet: Re-Imagining Streets
- Smart Growth Conference Demonstration Parklet: An Age-Friendly Public Space!
- Downtown Raleigh Pedestrian Study, NC
- Florida Coast-to-Coast Trail
- Palmetto Trail Statewide Master Plan, SC
- Oxford Pedestrian Plan, NC
- Charm City Bike Share, MD
- Chattanooga Bike Share, TN
- Citi Bike, New York, NY



## Ian Sansom

### Project Planner



Ian has experience creating safe streets for all users in diverse settings. Ian previously worked as the Program Manager for PEDS, metro Atlanta's pedestrian advocacy organization, where he partnered with area stakeholders to improve pedestrian safety and accessibility. While with the Atlanta Regional Commission, he worked in the Lifelong Community program to promote healthy transportation options for all ages. While in New Mexico, Ian applied creative planning ideas that reflect local culture to small town redevelopment efforts as a consultant with New Mexico MainStreet. In all projects, Ian works to create vibrant places with solutions based in best practices, good design, and community pride.

#### EDUCATION

MURP, University of New Mexico, 2011

BA, Geography,  
University of Wisconsin,  
2006

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2015-

PEDS, Program Manager,  
2013-2015

Atlanta Regional  
Commission, Project  
Coordinator, 2013

New Mexico MainStreet,  
Planning Assistant,  
2011-2012

#### PROFESSIONAL ORGANIZATIONS

American Planning  
Association

#### RELEVANT EXPERIENCE

##### LEE COUNTY BICYCLE AND PEDESTRIAN PLAN UPDATE, FL

Alta assisted the Lee County MPO with their Bicycle and Pedestrian Master Plan update, which included a review of progress since the last plan, and an updated project list with revised program objectives. The project also included an update to the Long-Range Transportation Plan (LRTP), along with the creation of new trail maps and a review of planned infrastructure improvements to determine feasibility. Ian assisted this project by reviewing progress, creating presentation materials, and updating the master plan and LRTP project narratives.

##### ADDITIONAL RELEVANT EXPERIENCE:

- Cumberland Area and SunTrust Stadium Pedestrian Access Plan, GA
- Atlanta Regional Commission Bicycle and Pedestrian Plan Update, GA
- Spalding County Comprehensive Transportation Plan, GA
- Albany East Riverfront Transportation Plan, GA
- South Carolina Pedestrian Plans
- Metro Atlanta Safe Routes to Transit Program Implementation, GA\*
- Georgia Pedestrian Safety Task Force, GA\*
- Walkability Audit of Summerhill and Turner Field, Atlanta, GA\*
- Atlanta Streets Alive, Popup Projects Initiative, GA\*
- Atlanta Complete Streets Safety Audits, GA\*
- Atlanta PEDS' Walks, GA\*
- Metro Atlanta 'Lifelong Community' Program Implementation, GA\*
- Taos Arts and Cultural District (ACD) Master Plan, NM\*
- Pete's Popup Museum, Atlanta, GA\*
- Lifelong Communities Summit, Atlanta, GA\*
- Atlantic Station Survey, Atlanta, GA\*
- Tourist Infrastructure mapping, Valbona, Albania\*
- Principles of a Livable Community, Washington DC\*
- Los Ranchos Station TOD Plan, Albuquerque, NM\*

*\*Completed prior to joining Alta*



## Cat Cheng

### Graphic Designer



Cat is a graphic designer with fifteen years of experience in print and brand identity. She brings fresh concepts and thoughtful typography to print and web for Alta's marketing programs, and has worked on numerous projects involving strategy, concept development, branding, design, layout, and print production/management. Before joining Alta, she developed several campaigns and materials for Safe Routes to School programs, map design and production for the Cities of Portland (OR) and Vancouver (WA), print and signage for SMART (Wilsonville, Oregon's public transportation system), and print and web design for organizations such as the Community Cycling Center, Bicycle Transportation Alliance, and Oregon Walks. Cat has a degree in Architecture and Visual Communications from Washington University in St. Louis, and her work has been featured in Communication Arts Magazine.

#### EDUCATION

BA, Washington  
University, St. Louis, MO,  
2003

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design,  
2013–  
Independent Contractor,  
2007–2012  
Grapheon Design,  
2007–2012  
Just Out Newsmagazine,  
2005–2007  
Arts In Transit/Metro,  
2003–2005

#### RELEVANT EXPERIENCE

##### HEADS UP PEDESTRIAN SAFETY EDUCATION AND OUTREACH CAMPAIGN, EUREKA, CA

Alta worked with the City of Eureka to reduce pedestrian crashes through a safety campaign targeted at motorists and pedestrians. Alta designed and implemented the campaign, which included media and ad buys, targeted messaging, and education and outreach efforts. In a citywide online survey conducted following the campaign, nearly two-thirds of respondents agreed that drivers and pedestrians are more aware of each other after the campaign. Cat handled design for this campaign from concept to completion, including print collateral (posters, brochures, ads, banners) and web ads.

##### ADDITIONAL RELEVANT EXPERIENCE:

- Go Programs, Chicago, IL
- Lee County MPO TIGER V Grant Application, FL
- Atlanta Regional Commission Bicycle and Pedestrian Master Plan Update, GA
- Raleigh WalkBikeNC Website Development, NC
- Evaluating the Economic Impact of Shared Use Paths, NC
- Goldsboro Wayfinding Plan, NC
- Raleigh Bike Plan Update, NC
- Drive Less Save More: Milwaukie, Milwaukie, OR
- Drive Less Save More: Cedar Hills Individualized Marketing Project, Washington County, OR
- Drive Less Save More Individualized Marketing Programs, OR
- Mount Pleasant, SC East Cooper Land Trust Trail EIA Study
- Broadway Evaluation Report, Los Angeles
- Wolf River Greenway Economic Impact Assessment, Memphis, TN
- Kelowna Wayfinding Strategy, BC
- Coquitlam Wayfinding Strategy, BC,
- Regional Center Wayfinding, Clackamas, OR
- Wayfinding Master Plan, Goldsboro, NC





## Kat Maines

### *GIS Specialist*



Kat offers an understanding of how the built environment operates at human scale. Kat is a skilled communicator, whether in writing or in visualization. She has experience creating plan view illustrations, cross sections, and renderings that make change understandable and approachable. Other technical skills include research, data collection, cartography and spatial data analysis, technical writing, policy analysis, and implementation strategy. Kat has worked with clients across the country, from large urban areas like Atlanta, GA to small towns like Albany, GA. Her mission is to leverage the immense impact of mobility and transportation to create healthier and more sustainable communities.

#### EDUCATION

MCRP, School of City and Regional Planning, Georgia Tech, 2016

BA, Art: Architecture & Urbanism, Smith College, 2012

#### PROFESSIONAL HIGHLIGHTS

Alta Planning + Design, 2015–present

Center for Quality Growth and Regional Development, 2014–2015  
Goody Clancy, 2012–2014

#### PROFESSIONAL ORGANIZATIONS

Leadership in Energy and Environmental Design (LEED) Green Associate/US Green Building Council  
Society for College and University Planning

#### RELEVANT EXPERIENCE

##### CAPE CORAL PEDESTRIAN AND BICYCLE MASTER PLAN, FL

Alta is leading the development of Cape Coral's first bicycle and pedestrian master plan. This plan builds on previous work and aspires to help Cape Coral become an acclaimed place for walking and biking. The plan employs a data-driven approach, including a live-work-play (demand) analysis showing where people want to walk and bike, a supply analysis showing how well streets work for people on foot or on bikes, and prioritization of proposed projects. Alta developed design criteria and a project list that improves connectivity within the low-stress network and access to important destinations. Kat is supporting plan development through technical writing, research, document production, and geospatial analysis.

##### ADDITIONAL RELEVANT EXPERIENCE:

- Lee County Bicycle and Pedestrian Plan Update, FL
- Lee County TIGER Grant Wayfinding, FL
- Jacksonville Mobility Works Complete Streets Planning Study, FL
- Atlanta Regional Commission Bicycle and Pedestrian Plan Update, Atlanta, GA
- Albany East Riverfront Transportation Study, GA
- Hennepin County Bikeway Gap Scoping, MN
- Franklin Comprehensive Transportation Network Plan, TN
- Georgia Tech Campus Bicycle Master Plan, GA
- Cave Spring Trail Feasibility Study, GA
- City of Berkeley Alternative Transportation Program Grant Applications, CA
- South Carolina Department of Health and Environmental Control PHASE Pedestrian Planning
- University of Alabama-Birmingham Campus Master Plan Update, Birmingham, AL
- Bicycle Trail Plan, Charleston, WV

# Sam Schwartz

Transportation  
Consultants

## Education

**Master of Urban Planning**  
Hunter College, 2013

**B.Com Finance & Geography**  
McGill University, 2005

## Certifications

American Institute of Certified Planners (AICP)

Chartered Financial Analyst (CFA)

## Professional Affiliations

American Planning Association

Association of Pedestrian and Bicycle Professionals

Institute of Transportation Engineers

## Selected Presentations and Publications

*"Best Practices in Separated Bike Lanes"* – American Planning Association national conference (Seattle, 2015)

*Autonomous Vehicles and Vision Zero: The Drive to End All Crashes*, APA Transportation Planning Division (2015)

## Applicable Expertise

Research Analyst in Pedestrian Projects Group, New York City Dept. of Transportation (2013)

Senior Valuation Analyst, Citrin Cooperman & Co. (2005-2012)

# Ben Rosenblatt, AICP, CFA

## Senior Planner I

**Ben Rosenblatt**, AICP, CFA, is a Senior Planner I with Sam Schwartz. He focuses on pedestrian and bicycle planning for specific sites and larger jurisdictions, and overlays this with a wide variety of experience in strategic planning for municipalities and agencies. Mr. Rosenblatt has worked with the Federal Highway Administration on a comprehensive planning and design guide for separated bike lanes, with various municipalities on bicycle network planning and bicycle stress level mapping, and with large US cities, consulting with Departments of Transportation on the development of comprehensive strategic plans and climate-specific action plans.

## Relevant Experience:

### 80 by 50 GHG Transportation Action Plan, New York, NY

As part of OneNYC, the City's sustainable development plan, New York City has committed to reducing greenhouse gas (GHG) emissions 80% by 2050. Sam Schwartz is identifying a universe of potential strategies to reduce the City's transportation system's contribution to GHG emissions. Policy areas include shifting travel to low- or no-carbon modes, creating network efficiencies that reduce congestion (and resulting emissions), and supporting a wholesale shift in vehicle technology away from fossil fuels and towards alternate energy sources. Mr. Rosenblatt is the deputy project manager and lead planner for Sam Schwartz. He is leading the development, management, and prioritization of a master list of candidate strategies, and working directly with technical subconsultants on the ultimate analysis and modelling of the strategies. The plan will be released in September 2016.

### Los Angeles DOT *Great Streets* Strategic Plan, Los Angeles, CA

Sam Schwartz collaborated with Bloomberg Associates to provide support to the City of Los Angeles in its Department of Transportation's effort to produce an updated strategic plan. The plan, entitled *Great Streets for Los Angeles*, outlines a new strategic vision for LADOT. Sam Schwartz participated in several days of meetings with LADOT employees and related outside stakeholders to develop content for the plan and assisted Janette Sadik-Khan and Bloomberg Associates in meeting facilitation. Thereafter, Sam Schwartz led efforts to design and structure the document, which was released to the public in September 2014. Mr. Rosenblatt facilitated meetings at LADOT and synthesized a variety of comments and themes into specific goals, strategies, and benchmarks for inclusion in various sections of the plan.

### Seattle DOT Opportunity Audit and *Move Seattle* Strategic Plan, Seattle, WA

The City of Seattle, through the Seattle Department of Transportation (SDOT), retained Sam Schwartz to provide support in the development of its strategic plan, entitled *Move Seattle*. Sam Schwartz conducted interviews of approximately 50 SDOT employees to gather input on the state of the agency, including its current strengths and challenges that lie ahead. Sam Schwartz provided SDOT with a whitepaper in the form of an "opportunity audit" that synthesized themes from the interviews – supplemented with additional industry knowledge and visioning – to identify achievable, near-term "wins" that build momentum for the future vision of multimodal transportation choices in Seattle. Simultaneously, Sam Schwartz provided SDOT with consulting on content for *Move Seattle* and designed the document, which was released in early 2015. Mr. Rosenblatt served as lead planner on the project.

# Sam Schwartz

Transportation  
Consultants

## Michael T. Flynn, AICP Director of Active Transportation

### Education

**M.S. City & Regional Planning**  
Pratt Institute, 2006

**B.S. Computer Science**  
University of Vermont, 2001

### Professional Affiliations

American Planning  
Association / AICP

Institute of Transportation  
Engineers

Association of Pedestrian &  
Bicycle Professionals

### Selected Presentations

Urban Land Institute, *Moving  
People First in Boise*, 2016

Center for Active Design,  
*Creating Safe, Healthy,  
Sustainable Streets*, 2015

FHWA, *Speed Management  
for Pedestrian and Bicyclist  
Safety in Urban Areas*, 2015

NACTO Designing Cities,  
*Complete Streets in  
Constrained Corridors*, 2014

### Publications

Flynn, et al., *Separated Bike  
Lanes Go Mainstream*, ITE  
Journal, 2015

NYC DOT, *The Economic  
Benefits of Sustainable  
Streets*, 2013

NACTO, *Urban Street  
Design Guide*, 2013

### Awards

*Move Seattle*: APA  
Washington Chapter Award  
for Transportation Plans,  
2015

**Michael T. Flynn** is *Sam Schwartz's* Director of Active Transportation, specializing in fostering livable, economically vibrant cities through transformative planning and design. Mr. Flynn's award-winning work has spanned the design and implementation of multi-modal safety and complete street projects; citywide master plans and action plans; district- and corridor-level studies; economic analysis; and capital planning. At the New York City Department of Transportation he played a key role in the City's shift to become a leader in sustainable transportation. He is a frequent public speaker, a Certified NACTO Trainer, and a City & Regional Planning faculty member at Pratt Institute in Brooklyn, NY.

### Relevant Experience

#### Fruitville Road Streetscape Enhancements

SSE is developing complete street and streetscape alternatives for Fruitville Road through downtown Sarasota. SSE is analyzing existing and future multi-modal traffic conditions, developing preliminary design concepts and leading an engaging public outreach process. Mr. Flynn serves as a technical expert on design and stakeholder engagement best practices.

#### Milwaukee Complete Streets Action Plan

SSE, with Mr. Flynn as Project Director, is helping the City of Milwaukee to develop a Complete Streets Policy and transform its agency processes, policies and funding to integrate Complete Streets principles into all City functions and roll projects out on a widespread basis.

#### Boise's Transportation Action Plan

SSE co-authored a comprehensive action plan and design toolbox for Boise, Idaho, to enable this medium-sized city to transform its transportation system to provide mobility choices, create economic connections, enhance social equity and encourage healthy lifestyles, including a holistic project prioritization tool. Mr. Flynn was SSE's Project Manager.

#### Move Seattle & Seattle DOT Strategic Planning

SSE assisted SDOT in developing a new transportation vision for the city, determining the organizational changes needed to enact that vision, and crafting a public-facing action plan to communicate the vision and initiatives to stakeholders, leading to a successful \$1 billion funding levy approved by voters. Mr. Flynn served as Project Manager for both efforts.

#### NACTO Urban Street Design Guide

Mr. Flynn served on the steering committee of NACTO's *Urban Street Design Guide*, co-authoring several sections and providing editorial review of the entire guide. He has since lead a series of practitioner workshops in Hollywood, FL, Washington, D.C., Memphis, Toronto and Halifax.

#### New York City DOT, various roles (2004-2014)

Over the course of a decade, Mr. Flynn led the planning of the City's \$1 billion capital street construction program, developed the NYC *Street Design Manual*, planned New York's first parking-protected bike lane and "tactical" plaza, and helped plan, design, fund, and implement dozens of safety (Vision Zero), bike/greenway, public space and green infrastructure projects.

# Sam Schwartz

Transportation  
Consultants

## Ken Sides, PE, PTOE Project Manager + Senior Transportation Engineer

### Education

**B.S. Engineering**  
University of South Florida,  
1982

### Certifications

Professional Engineer, FL  
Professional Traffic  
Operations Engineer  
American Institute of Certified  
Planners (pending)

### Professional Affiliations

Florida Engineering Institute  
Institute of Transportation  
Engineers  
American Society of Civil  
Engineers  
American Society of Highway  
Engineers  
American Planning  
Association  
Congress of New Urbanism

### Presentations

Numerous presentations at:

- TRB Annual Conferences
- TRB International Roundabout Conferences
- FHWA Conferences
- ITE Conferences
- APA Annual Conferences
- ASCE Conference
- ASHE Conference
- CNU annual conference
- Access Management annual conference
- Florida Redevelopment Association conference

**Ken Sides** has over 25 years of engineering experience in transportation engineering and has participated in over 12 roadway safety projects. His project experience includes managing 25 modern roundabout projects, including 4 roundabout corridor projects, four trail projects, nine area-wide traffic calming projects, five stormwater projects, several guardrail design projects and individual placement of more than 200 speed humps and tables. He has extensive experience in presentations, authorship, and public outreach. All but the first of his modern roundabout projects were very strongly supported by the public. He was instrumental in the first high-profile modern roundabout in the U.S. and the ensuing controversy.

### Relevant Experience

#### Skycrest Roundabout Corridor, Clearwater, FL

Mr. Sides served as Project Manager for a corridor project with six modern roundabouts (6 designed; 4 constructed to date), landscaped medians and extensive use of colorized and texturized asphalt. The project also included various traffic calming elements elsewhere in the project area, including four small modern roundabouts and several oval medians.

The Skycrest project conceptual plan was created by area residents who attended a multi-day *Citizen Design Charrette* managed by Mr. Sides. These residents then went on to garner petition signatures in support of their design from owners of 65% of the properties in the project area. The primary purpose of the project was safety for bicyclists, pedestrians and motorists but also added community value in the form of roadway esthetics.

Mr. Sides' responsibilities include project management of the citizen design charrette, project management of the design phase and coordination with the construction phase.

#### North Greenwood Transformation, Clearwater, FL

Mr. Sides managed two roundabout corridor projects collectively intended to re-vitalize Clearwater's only economically-distressed neighborhood. Both projects included a modern roundabout and landscaped medians. His projects were done in coordination with adjacent projects that included a new recreation center, a new branch library, and extensive renovation of 25 apartment buildings, of which one of the roundabouts formed the centerpiece. The projects were outcomes of citizen design charrettes managed by Mr. Sides and were strongly supported by the public in the form of signatures of owners of 65% of the area property owners). These safety projects addressed crash reduction but also created a gateway feature into the neighborhood's business district.

#### Acacia Roundabout, Clearwater, FL

Ken Sides was Instrumental in an award-winning modern roundabout project requested by the business owners and residents of Clearwater Beach for safety, demarcation of residential district boundary, and safe U-turns of commercial traffic.

**Sam  
Schwartz**

Transportation  
Consultants

## Joe Iacobucci Director of Transit Planning

### Education

#### **Masters of Urban Planning + Policy**

University of Illinois at  
Chicago, 2005

#### **B.A. Communications**

Bowling Green State  
University, 2000

### Professional/Organization Affiliations

APTA Sustainability  
Committee, 2013-2016

APTA Mobility Management  
Committee 2015-2016

Urban Land Institute Chicago  
Policy Committee, 2014 - 2016

Chicago Central Area  
Committee, 2014 - 2015

Lambda Alpha, Ely Chapter  
Programing Committee 2015

ACEC Chicago Transit  
Committee, 2014 - 2015

BRT Chicago Steering  
Committee, 2012 – 2014

Chicago Mayor's Bicycle  
Advisory Council, 2008 – 2013

Chicago Mayor's Pedestrian  
Advisory Council, 2008 - 2012

Chicago Department of  
Planning and Development  
Project Review, 2008 – 2012

Chicago Department of  
Planning and Development  
Design Review, 2008 - 2012

Greater North Michigan  
Avenue Transportation  
Committee, 2008 – 2013

LEED Council Infrastructure  
Task Force, 2006 – 2012

Transport Chicago, President  
2008

**Joe Iacobucci** is the Director of Transit Planning for the West Coast and Midwest. Mr. Iacobucci also leads Sam Schwartz's Shared Mobility Practice Area, where he is supporting efforts in Seattle, New York City, and other jurisdictions manage the adoption of new private transportation services into the existing mobility ecosystem.

In over 14 years managing transit and transportation projects he has provided unique and innovative approaches for different regions across the country, including several years leading Transit, Mobility, Bus Rapid Transit, TOD Planning, Service Planning, Strategic Planning, NEPA, Operations Planning, Public Private Partnerships, Grant Writing, Financial Analysis, Benefit Cost Analysis, and Climate Resiliency projects.

Prior to his role at *Sam Schwartz*, he served in several leadership positions at Chicago Transit Authority, including several years as the Senior Manager of Strategic Planning where his team was responsible for managing multi-year FTA planning and capital projects totaling over \$50 million.

### Relevant Experience

#### **Sam Schwartz Engineering, Director of Transit**

Mr. Iacobucci represents *Sam Schwartz* in transit and transportation planning for large comprehensive plans and transportation studies, including: Uptown Pittsburg Eco-Innovation District (Pittsburgh, PA), Illinois Medical District Masterplan (Chicago, IL), Grand Rapids Downtown Master Plan (Grand Rapids, MI), Macon Urban Core Plan (Macon, GA), Museum Campus Transportation Study (Chicago, IL), Boise's Transportation Action Plan (Boise, ID), , and Pullman National Monument Transportation Access Plan (Chicago, IL).

A nationally-recognized leader in the shared mobility field, Mr. Iacobucci is currently responsible for managing three major projects, including a national study, the first region-wide study, and a quantitative analysis, including: Transit Center's Transit Systems and The Impacts of Shared Mobility, City of Seattle and King County Mobility Services Planning, and TCRP Project Number J-11/Task 21 - The Impact of New Technology-Enabled Mobility Services on Public Transportation.

Currently, Mr. Iacobucci is leading several high-profile transit planning projects, including BRT projects in San Jose, Chicago, and Tulsa. In addition, Mr. Iacobucci is leading the North Lakeshore Drive Phase I Transit Design, which is evaluating alternatives for a transit corridor that includes approximately 70,000 boardings per day. He has served as a senior advisor for the BQX Streetcar feasibility study in New York City, and has recently assisted cities in several Federal Grant opportunities, including TIGER and EPA Brownfield grants from 2014 – 2016.

His ability to manage projects through an implementation lens and communicate technical details to stakeholders are key to his success in completing projects. His projects always include a focus on social equity and economic benefits that are leveraged by transit mobility improvements.



# Qualifications

## Why the Alta team?

### BICYCLE AND PEDESTRIAN MASTER PLANS

Alta has prepared bicycle and pedestrian master plans for hundreds of small towns and cities in the U.S., planning and building support for bicycling and walking, enabling these areas to improve non-motorized travel for residents and visitors alike.

Our master planning process includes conducting extensive field work on bicycle and on foot, engaging residents and stakeholders through walking and bicycling tours, and documenting existing conditions and needs through easily-readable maps, photographs, and narrative discussion. Other key tasks include developing short- and long-term project and program recommendations, identifying traditional and innovative funding strategies, preparing development code language to leverage improvements through new development, and developing implementation plans to clearly map where communities should focus their investments first.



In Santa Monica, CA, the Alta team re-worked the circulation of two parking lots in order to reclaim pavement to create a plaza gateway to the Beach Path Access,

### Alta provides a full range of services including:

- Master plans (bicycle, pedestrian, trail, open space, and park)
- Bike share feasibility studies
- Landscape architecture and project design
- Traffic engineering
- Greenway and corridor plans
- Bicycle and pedestrian integration with transit
- Bicycle and pedestrian facility design guidelines
- Counts, surveys, and demand analysis
- Complete Streets
- Bicycle parking design
- Trail safety and sustainability audit
- Signage and wayfinding plans
- GIS and mapping services
- Construction documentation and administration
- Safe Routes to School studies and plans
- Public involvement
- Technical assistance and training
- Education, encouragement, and marketing services



In Carlsbad, CA, the Alta team utilized an extensive public process, a three-day site visit, and a ten-day onsite design charrette to establish community consensus and guide the formulation of the Village and Barrio Plan.



The development patterns of the Albemarle region in North Carolina vary from rural landscapes and historic towns to the developed, tourism-focused Outer Banks. Alta's Bicycle Master Plan recommends context-sensitive infrastructure projects, policy changes, and programs as well as funding ideas appropriate for these different environments.

# Representative Bicycle and Pedestrian Master Transportation Plan Projects and Client References

## CAPE CORAL BICYCLE AND PEDESTRIAN MASTER PLAN, FL

Cape Coral is the fifth largest city by land area in Florida and also the largest city by population in Lee County, which is one of the most dangerous counties in Florida to walk and bike. While the bronze-designated Bicycle Friendly Community (BFC) has made significant investments to expand their bikeway and walkway network, they still have persistent safety issues, particularly along their major corridors. 50% of all crashes occur on 8% of the roadway network. The statistics for bicycle and pedestrian crashes are similar. Additionally, Cape Coral is a master-platted community with no sidewalks or bikeways built as part of the original subdivision of the city.

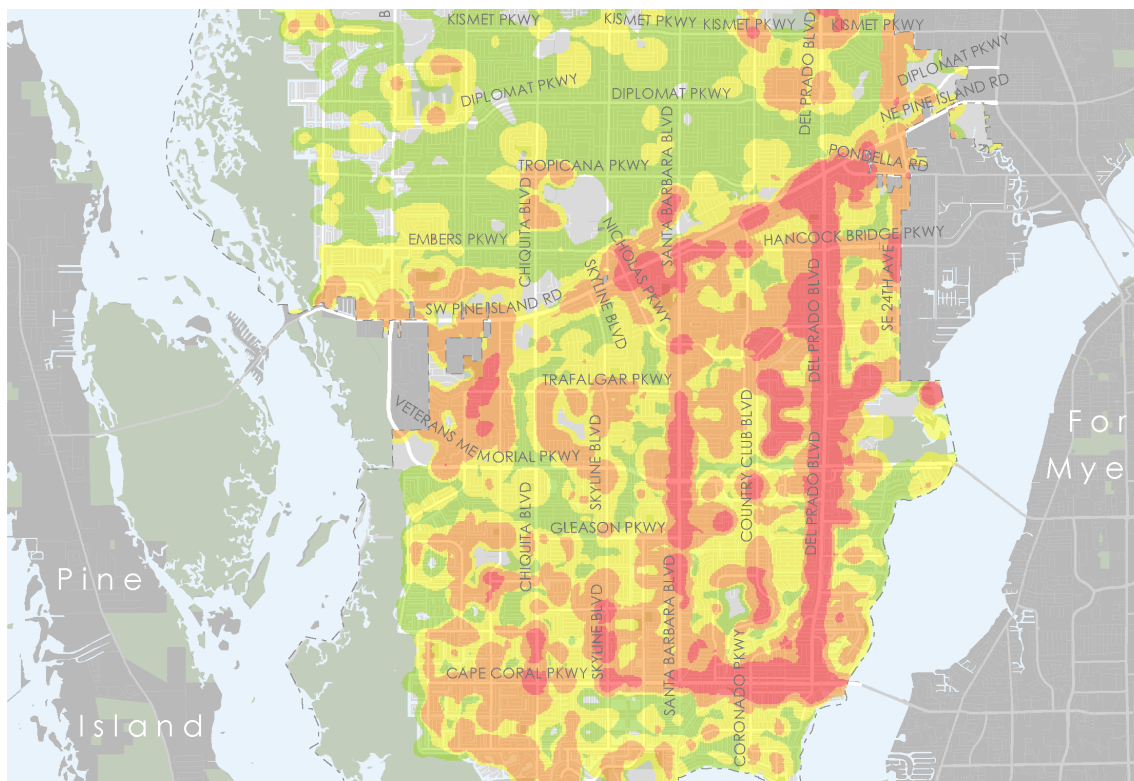
The master plan is helping the City prioritize corridors for improvements by identifying needed projects and then ranking them based on a scoring criteria that addresses where people live, work, and play as well as public input and safety hot spots. The outcome of the project will be a prioritized list of projects to guide implementation, design criteria to help City staff and community stakeholders develop project designs, and an action plan to achieve Silver BFC designation as well as apply for Walk-Friendly Community (WFC) designation. The primary goals for the plan will be to improve quality of life, support economic development, and improve neighborhood access to parks, schools, and other daily destinations by walking and biking.

**Client:** City of Cape Coral, FL and the Lee County, FL MPO

**Year:** 2016

**Contract Amount:** \$105,000

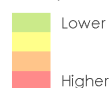
**Contact:** Persides Zambrano, AICP, AICP, Public Works Planning Manager, City of Cape Coral, (239) 574-0733, pzambran@capecoral.net



### Where People Want to Walk and Bike

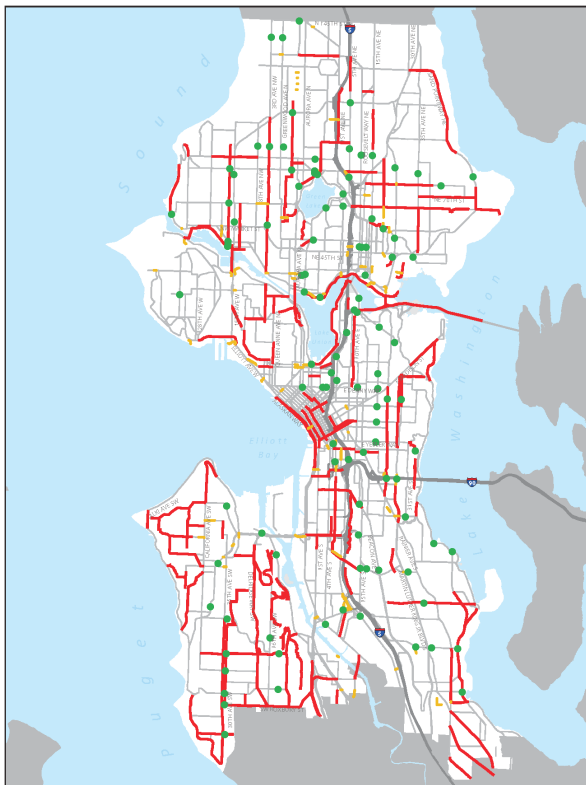
City of Cape Coral, Florida  
Bicycle and Pedestrian Master Plan

Composite Demand Score



Map Created: 5/19/2016





## SEATTLE BICYCLE MASTER PLAN UPDATE, WA

Alta worked with the City of Seattle to develop an update to the 2007 Bicycle Master Plan. The plan addresses fast-evolving best practices and new thinking towards bicycle facilities, which are geared to serve a broader range of people who ride bicycles, as well as those interested in riding a bike. The updated plan will help Seattle continue its national leadership in bicycling, with a vision to enable riding a bicycle to be a comfortable and integral part of daily life in Seattle for people of all ages and abilities.

The main purpose of the Seattle Bicycle Master Plan is to provide a framework for the Seattle Department of Transportation's future actions and investments to improve bicycling throughout the city. These investments include new bicycle infrastructure (off-street trails and on-street bicycle facilities); bicycle parking spaces and other end-of-trip facilities; and programs to enhance bicycle safety and encourage more people to ride bikes. Alta's approach centered on gathering extensive public input to engage broad and diverse segments of Seattle residents, businesses, employees, and property owners, and reflect the priorities and interests of infrequent and potential riders, as well as avid users of the system. Alta staff held regular briefings with the Seattle Bicycle Advisory Board (SBAB), coordinated with City staff and other local agencies, and reviewed data relating to past bicycle plans, topography, and traffic speeds and volumes. The planning process included broad Geographic Information Systems (GIS) and field analysis of Seattle's transportation network to determine locations where bicycle facilities can be integrated into the existing street network.

Key deliverables include a high-level existing conditions report, an updated citywide bicycling network which will include new facility types, a data-driven analysis to prioritize needs and projects, bicycle design guidelines and standards, and conceptual design and cost estimates of high priority projects.

**Client:** Seattle Department of Transportation

**Year:** 2012-2013

**Contract Amount:** \$192,278

**Contact:** Kevin O'Neill, Seattle Department of Transportation, (206) 684-5000, Kevin.ONeill2@seattle.gov

Sara Zora, Senior Transportation Planner, (206) 773-9973, Sara.Zora@seattle.gov

## MEMPHIS PEDESTRIAN AND SCHOOL SAFETY ACTION PLAN, TN

The City of Memphis' pedestrian network includes over 3,400 miles of existing sidewalks. As the City's public infrastructure has aged, the growing need for repair and maintenance of this network has significantly outpaced the maintenance completed by property owners and the City of Memphis. In the spring of 2013 the City of Memphis initiated a planning process to respond to these challenges, and hired a team of consultants led by Alta Planning + Design. Together, Alta and the City fine-tuned an analytical framework to develop a prioritized list of pedestrian improvement projects serving local public schools. The key input to this framework is a methodology scoring every single roadway and intersection for pedestrian suitability, overlaying the results with pedestrian demand, and identifying projects to address unsuitable segments or intersections located where demand is high.

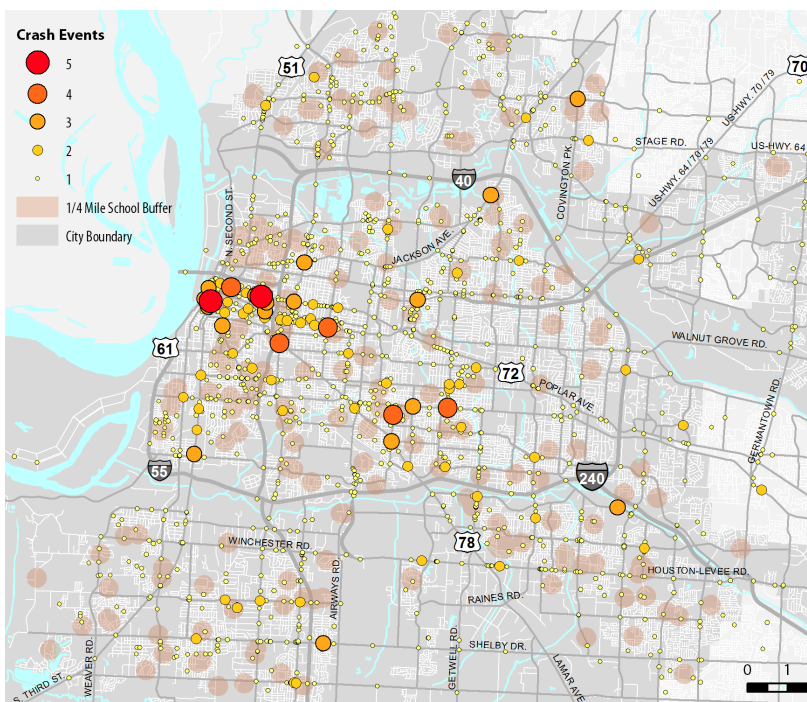
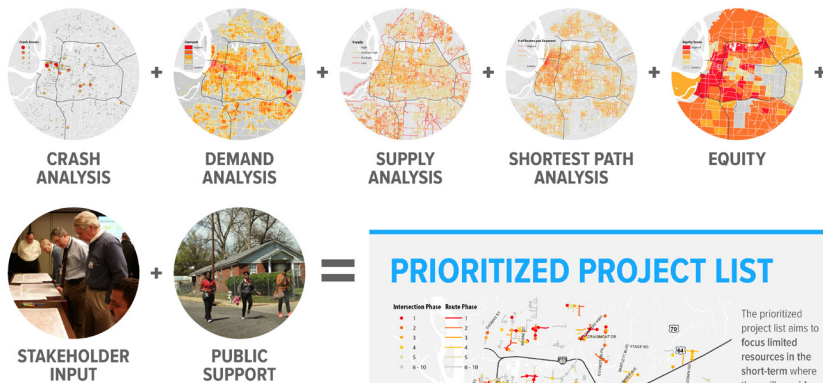
**Client:** City of Memphis

**Year:** March 2014-June 2014

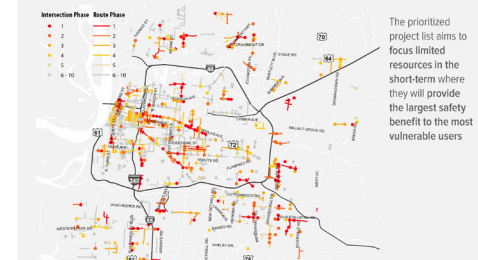
**Contract Amount:** \$399,700

**Contact:** Kyle Wagenschutz,  
People4Bikes, (Former Bicycle/  
Pedestrian Coordinator, City of  
Memphis), (303) 886-8288,  
kyle@peopleforbikes.org

### HOW DO YOU SOLVE \$1B in SIDEWALK REPAIR NEEDS?



### PRIORITIZED PROJECT LIST



### East Olive Avenue Improvements

Kennedy Street to South Main Street : 0.2 Miles

#### PROJECT LOCATION



**Project Description**  
This pedestrian improvement project will infill missing sidewalks and repair damaged sidewalks connecting Florida-Kansas Elementary School and McNeil Park. Olive Avenue has a posted speed limit of 30 mph.

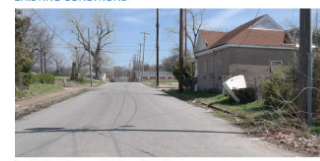
#### Existing Issues

- Overgrown and damaged sidewalks prevent safe travel between area destinations
- Most pedestrian crossings are unstriped
- Segment was identified for improvement by a project stakeholder

#### Destinations Served

- Florida-Kansas Elementary School
- McNeil Park
- Bus stops at Florida Street and Olive Avenue

#### EXISTING CONDITIONS







## GO PROGRAMS INDIVIDUALIZED MARKETING, CHICAGO, IL

**Client:** City of Chicago, IL

**Year:** 2013-2016

**Contact:** Sean Wiedel, Assistant Commissioner, (312) 744-8182, [sean.wiedel@cityofchicago.org](mailto:sean.wiedel@cityofchicago.org)

The Go Programs are individualized marketing campaigns aimed at helping Chicago residents walk, bike, and use transit more often. Alta is managing this campaign, which will reach 40,000 Chicago households in five neighborhoods by 2016. To date, the program has reached Bronzeville, Pilsen, Edgewater, and Albany Park residents with direct mail, customized resources, community outreach, custom events, and ongoing communications.

The outreach ambassadors we have hired from each neighborhood conduct meaningful one-on-one outreach, plan locally appropriate events, and serve as the face of the program. The guided walks, bike rides, and transit events celebrate the best of each community and its transportation options and have been quite popular. Highlights have included women's wellness walks in Bronzeville, the "Loop and Purl" crafting transit ride in Chicago's Loop, a glow-in-the-dark "Star Party" bike ride with a local astronomer, a community walk to play Loteria in Pilsen, and a world-flag-themed ride in international Albany Park.



# PALO ALTO BICYCLE BOULEVARDS FEASIBILITY AND DESIGN, CA

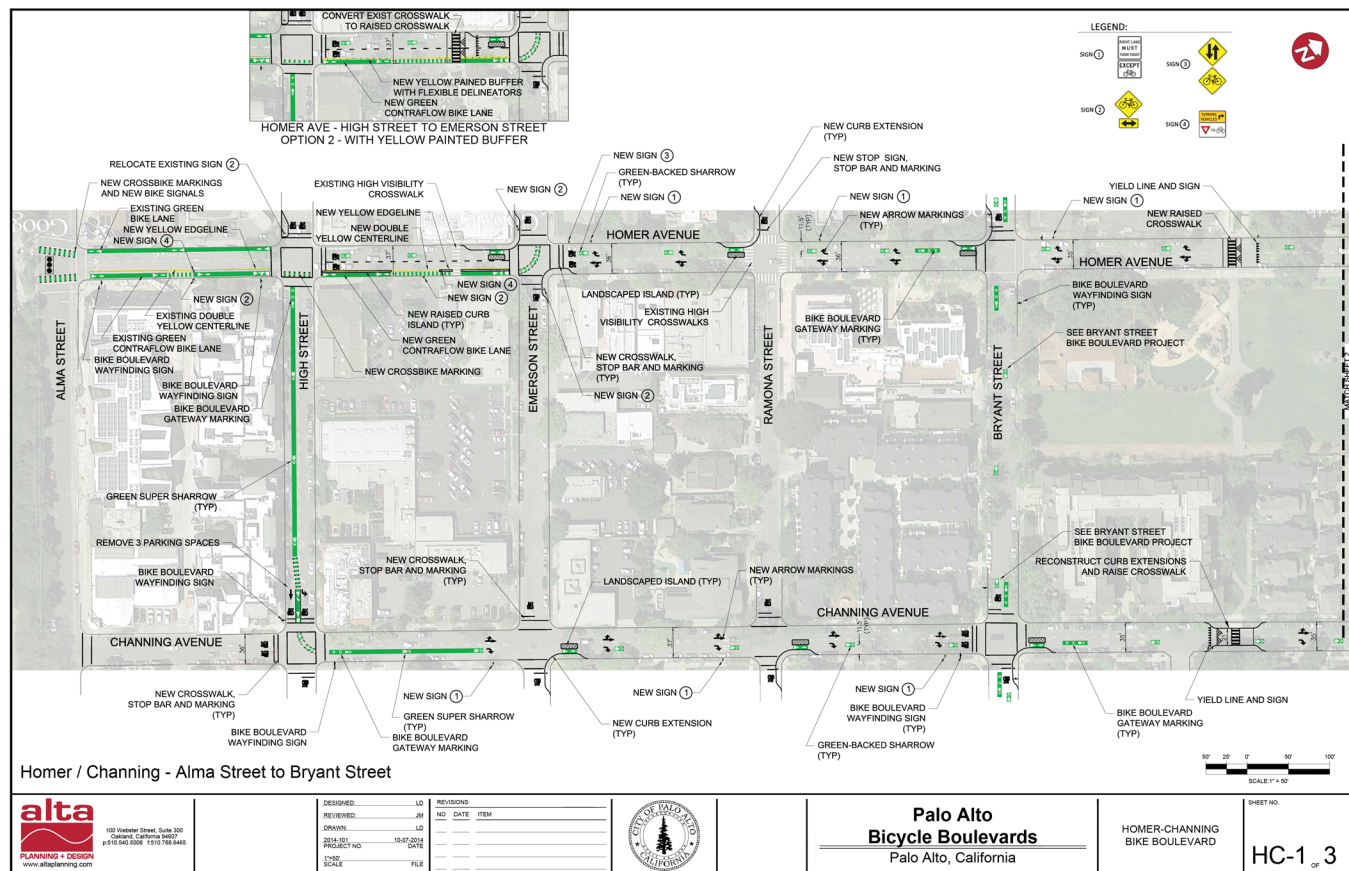
**Client:** City of Palo Alto

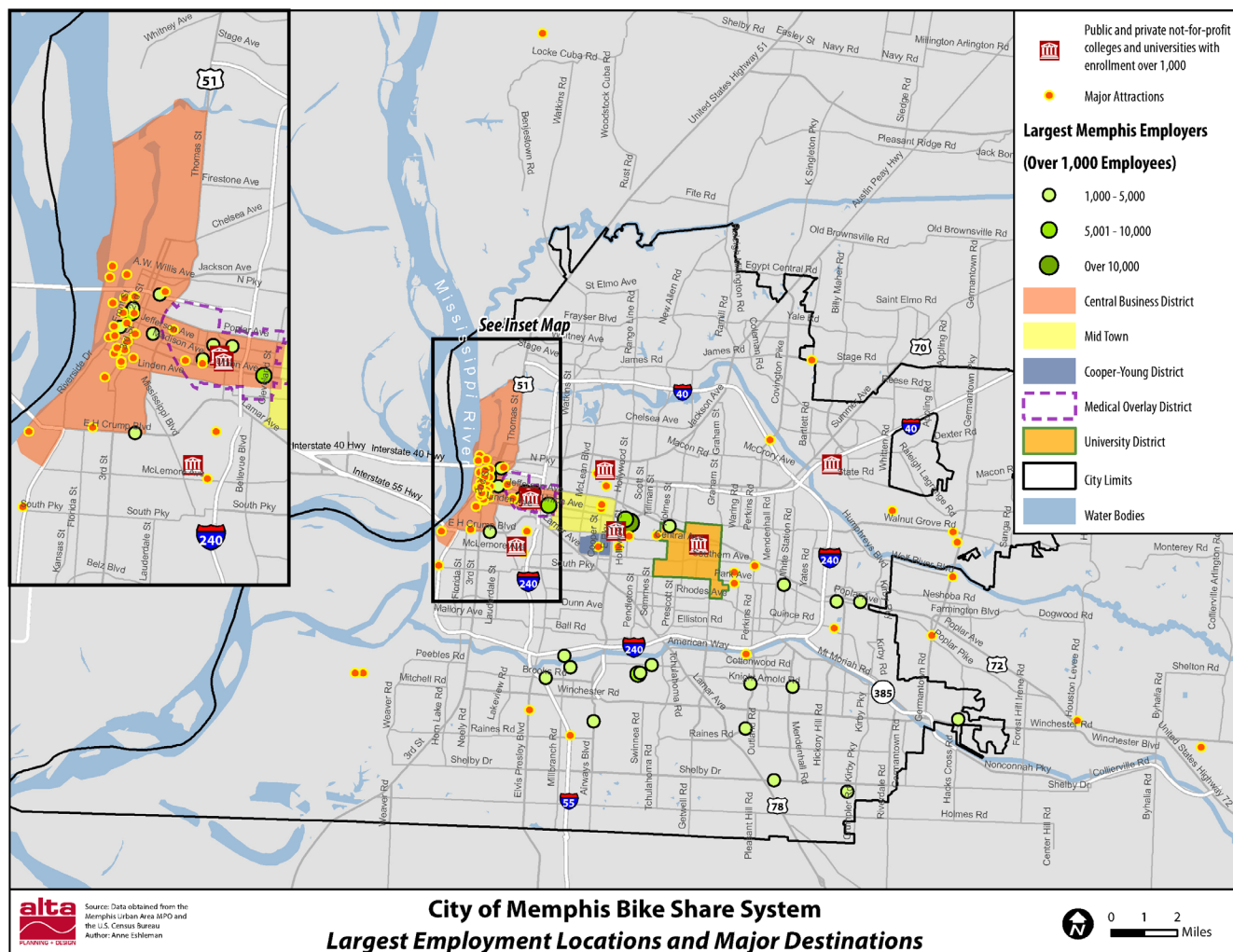
**Year:** 2014-ongoing

**Contract Amount:** \$398,000

**Contact:** Josh Mello, Chief  
Transportation Official, (650)  
329-2136,  
joshuah.mello@cityofpaloalto.org

Alta is providing feasibility planning, public outreach, and design services for five bicycle boulevard corridors. These projects include consideration of various treatments including green bicycle lanes, cycletracks, intersection treatments, and traffic calming. The bicycle boulevards will quickly build the city's bicycle network by linking schools, parks, and job centers and establishing a brand of high-quality facilities to attract additional ridership to and within the community. Feasibility assessment tools include Bicycle/Pedestrian Quality of Service measurements and public outreach activities, including numerous community ridealongs, evening workshops, farmer's market booths, and an online mapping tool.





## MEMPHIS BIKE SHARE FEASIBILITY STUDY, TN

**Client:** City of Memphis, TN

**Year:** 2012

**Contract Amount:** \$55,000

**Contact:** Kyle Wagenschutz,  
People4Bikes, (Former Bicycle/  
Pedestrian Coordinator, City of  
Memphis), (303) 886-8288  
kyle@peopleforbikes.org

The City of Memphis has elevated the role of bicycle transportation in the metropolitan region and increased its investment in the bikeway network. As an opportunity to build on this momentum, the City of Memphis, Livable Memphis, Shelby County Health Department, and the Hyde Family Foundation commissioned Alta to explore the potential for a bike sharing system in Memphis.

Alta's report:

- Introduced bike sharing to decision makers, potential partners, and key stakeholders
- Presented experience from other US cities operating bike sharing systems to identify key system parameters and explore potential funding and ownership / operation models
- Performed a Local Context Analysis to assess the preparedness of Memphis for bike sharing and identify potential issues
- Prepared a Financial Analysis to identify an appropriate initial system that fits within available resources and inform future funding and investment in the program



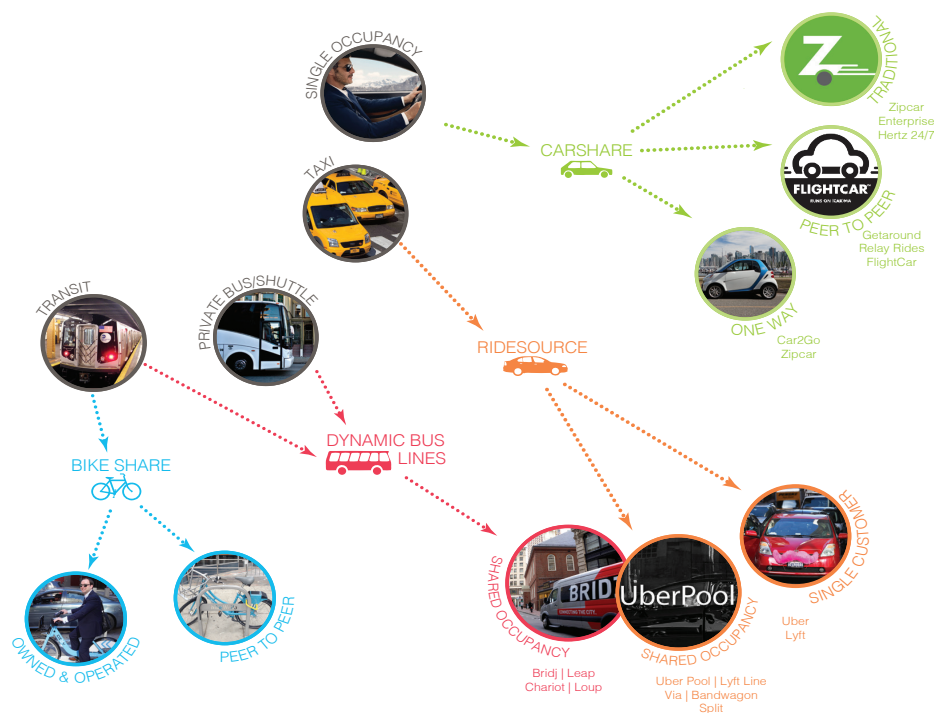


# Sam Schwartz

Transportation  
Consultants

## Transit Systems and Impacts of Shared Mobility

National



This national study is focused on the evolving relationship between fixed route transit systems and emerging forms of shared mobility, such as ridesourcing, bikeshare, carshare, and microtransit. The report focuses on the early responses to shared mobility in six cities where robust transit and shared mobility options exist: Seattle, Chicago, Boston, Washington D.C., Los Angeles, and San Francisco. Information was gathered from a comprehensive set of interviews with the transportation leaders in these cities. The study's goal is to provide the necessary framework to assist transit agencies and departments of transportation to transition from fixed-route providers to mobility integrators. By discussing the potential effects of shared mobility services on public transit networks, this report will help support a more informed conversation about managing the future of transportation in cities.

### Client

Transit Center

### Contact

Shin-pei Tsay  
Director of Research and  
Development  
137 Varick Street Suite 503  
New York, NY 10013  
(646) 706-7674  
stsay@transitcenter.org

### Services

Policy Development  
Transportation Planning

### Consultant Fee

\$84,000

### Project Dates

April 2015 – January 2015

### Sam Schwartz Key Staff

Joe Iacobucci  
Project Director

Vig Krishnamurthy  
Ben Norquist  
Gabrielle Lewis  
Project Planners

**Sam  
Schwartz**

Transportation  
Consultants

# Grand Rapids Downtown Plan

Grand Rapids, MI



## Client

Downtown Grand Rapids, Inc.

## Contact

Tim Kelly  
Planning Manager  
300 Monroe Avenue, NW  
(616) 719-4610  
tkelly@downtowngr.org

## Services

Transportation Planning  
Parking Management  
Transportation Demand  
Management  
Transit Planning

## Consultant Fee

\$125,000

## Project Dates

Ongoing

## Sam Schwartz Key Staff

Mark de la Vergne  
*Project Director*

Joe Iacobucci  
*Project Manager*

Sarah Kellerman  
*Planner*

**Sam Schwartz** was retained by Downtown Grand Rapids, Inc. and the City of Grand Rapids, as part of the Interface Studio team, to develop a 21<sup>st</sup> Century Mobility Strategy for Downtown Grand Rapids. The future success of Downtown Grand Rapids will be supported by providing more transportation choices and integrating technology with these choices. Accessibility and urban character are both at the heart of the attractiveness and competitive advantage of downtown areas.

One of the key initiatives of the plan was the development of a new department of the City, Mobile GR, which will be responsible for managing the City's parking assets introducing new mobility options to Downtown and building their success, and working with employers to develop transportation solutions outside of parking for single occupant vehicles. This paradigm shift in Grand Rapids will occur quickly to help support future residential growth and changes in transportation demands among millennial employees and entrepreneurs. *Sam Schwartz* worked closely with the City to develop a five year plan that will introduce a number of new mobility choices, including car share, bike share, free transit, and a Downtown circulator, as well as better aligning the pricing of the City's parking assets with the demand

ingenuity . accessibility . integrity

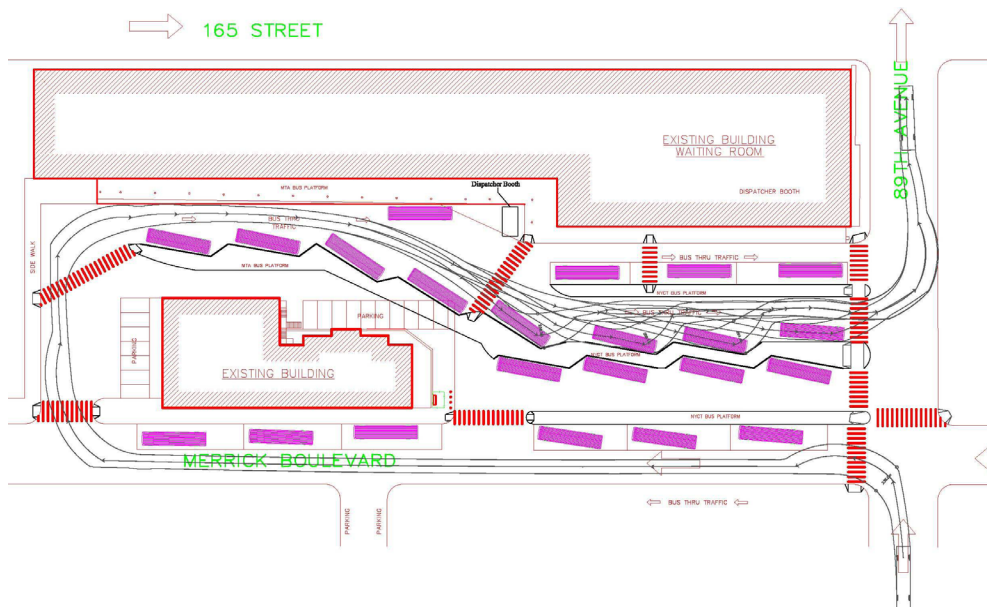


# Sam Schwartz

Transportation  
Consultants

## Jamaica Bus Operations Studies

Queens, NY



**Sam Schwartz** provided transportation engineering services for the redesign of the Jamaica Bus Terminal, located in Jamaica, Queens. The Jamaica bus terminal is an off-street facility, daily serving 22 bus routes and more than 1,000 buses for the Metropolitan Transit Administration, New York City Transit, and Long Island Bus companies. To improve safety conditions for pedestrians at the site, *Sam Schwartz* proposed a new layout of the bus bays that enables buses to pull directly into and out of each bay, eliminating the need for buses to back up. The capacity of the bus terminal was not reduced with this new design and additional space was created for bus storage. More recently, *Sam Schwartz* was part of a team that developed a comprehensive study of the transportation and transit needs and shortfalls in Downtown Jamaica that included a detailed analysis of the existing transit services, ridership, running times, schedules, and passenger needs which were followed by a recommendations report on ways to improve traffic and transit operations, transit services and efficiency, and pedestrian safety and amenities in this heavily trafficked district. The evaluation of existing transit services included an in-depth review of current bus route schedules, running times, route alignments, and sources of delay. Recommendations included ways to optimize these schedules and to increase running times in a way that was both operationally and financially desirable to the operating agencies.

### Client

New York City Department of Transportation

### Contact

Ken Wade  
Transportation Superintendent  
25 Jamaica Avenue, Rm 10  
Brooklyn, NY 11207  
(718) 927-7709  
kenneth.wade@nycdot.com

Patrick O'Mara  
STV Project Manager  
225 Park Ave. South  
6th Floor  
New York, NY 10003  
(212) 505-4950  
Patric.Omara@stvinc.com

### Services

Multi-modal Transport /  
Transit Planning  
Bicycle & Pedestrian Planning  
Traffic Engineering

### Consultant Fee

\$330,000

### Project Dates

July 2008 - June 2011

### Sam Schwartz Key Staff

Harris Schechtman  
Project Director

Kate Sargent, AICP  
Project Manager

Jeffrey Smithline, PE, PTOE  
Lead Traffic Engineer

## References

### **CAPE CORAL BICYCLE AND PEDESTRIAN MASTER PLAN, FL**

Persides Zambrano, AICP, AICP, Public Works Planning Manager, City of Cape Coral  
(239) 574-0733, pzambran@capecoral.net

### **MEMPHIS PEDESTRIAN PLAN, TN**

Kyle Wagenschutz, People4Bikes, (Former Bicycle/Pedestrian Coordinator, City of Memphis)  
kyle@peopleforbikes.org, (303) 886-8288

### **SEATTLE BICYCLE AND PEDESTRIAN PLAN, WA**

Kevin O'Neill, Seattle Department of Transportation  
(206) 684-5000, Kevin.ONeill2@seattle.gov

Sara Zora, Senior Transportation Planner  
Sara.Zora@seattle.gov, (206) 773-9973

**Excerpt from  
Third Restated Shareholder Agreement  
by and between**

**Alta Planning + Design, Inc.**

**and**

**Michael Jones, George Hudson, Brett Hondorp, Steve Durrant, Joe Gilpin, John Cock,  
Natalie Lozano, Carolyn Sullivan, Katie Mangle, Mike Rose, Matt Hayes and Wade Walker**

This Agreement, as stated and hereafter amended, supplemented, restated or modified hereafter in accordance with the terms herein (this “**Agreement**” or “**Third Restated Shareholder Voting Agreement**” or “**Third Restated Shareholder Agreement**”), is effective as of July 18, 2016 (“**Effective Date**”) by and between Alta Planning + Design, Inc. (“**APD**” or “**Company**”), and Michael Jones, George Hudson, Brett Hondorp, Steve Durrant, Joe Gilpin, John Cock, Natalie Lozano, Carolyn Sullivan, Katie Mangle, Mike Rose, Matt Hayes and Wade Walker (collectively “**Shareholders**” and individually as “**Shareholder**”).

**Whereas**, the Company is a for profit corporation duly organized, validly existing & in good standing under California law, authorized to issue no more than 10,000,000 common shares of only one class of common stock (“*Authorized Shares* or “*Shares*”) and having its registered corporate office (“*Registered Corporate Office*”) at 1410 Third Street, San Rafael, California 94901 and its principal executive business office (“*Principal Executive Business Offices*”) at 711 S.E. Grand Avenue, Portland, Oregon 97214; and

**Whereas**, as of the Effective Date, the Company has issued **9,099,218** Shares (“collectively, “*Total Issued Shares*”) and the following Schedule of Capitalization And Shares (“*Stock Register*”) is accepted by the Parties and their respective spouses and sets forth (i) all validly issued and outstanding Shares (“*Issued Shares*”), (ii) the owners (“*Shareholders*”) of the Issued Shares.

NAME OF SHAREHOLDER	# OF SHARES OWNED	% OF SHARES OWNED
Michael Jones	4,572,730 Shares	50.2541%
George Hudson	1,733,333 Shares	19.0493%
Brett Hondorp	909,967 Shares	10.0005%
Steve Durrant	191,667 Shares	2.1064%
John Cock	200,000 Shares	2.1980%
Joe Gilpin	399,521 Shares	4.3907%
Natalie Lozano	182,000 Shares	2.0002%
Carolyn Sullivan	182,000 Shares	2.0002%
Katie Mangle	182,000 Shares	2.0002%
Mike Rose	182,000 Shares	2.0002%
Matt Hayes	182,000 Shares	2.0002%
Wade Walker	182,000 Shares	2.0002%

## **Excerpt from Alta Planning + Design, Inc. Employee Policy and Resource Guide**

This approval to participate and the level of credit provided is based solely on business need. All company-issued credit cards are for business use only. Cards are not to be used for personal needs under any circumstances. All employees participating in this program must sign Alta's Acknowledgment of Use form or will be ineligible to continue using the issued card.

Employees must take care to safeguard cards in their possession and are prohibited from allowing or authorizing others to use their card. Employees must immediately notify the credit issuing agency and Finance department of any damaged, lost or stolen cards or any time they have reason to believe their cards or card information has been compromised.

A reconciliation of the charges made must be made by each employee on a monthly basis using the system provided by the credit card issuing company. Receipts must accompany all charges made to the card or they may be deemed personal charges of the employee with reimbursement required to Alta. Administrative details must be provided for each charge such as the project number, the business purpose, and the names of each person for meals. Abuse of Alta credit card program may result in a suspension of privileges under the program and appropriate disciplinary action.

Questions or concerns related to this policy must be directed to the Finance department.

### **EMPLOYEE RELOCATION**

Alta provides opportunities for its employees to relocate and start an Alta office or transfer to other Alta locations. Employees who are asked to relocate or transfer more than 50 miles from their current Alta location will be reimbursed up to \$1,000 for qualified moving expenses as defined by the IRS. The Board of Directors may modify the reimbursement if the situation warrants.

Employees who make a request to transfer to another location may or may not be eligible for relocation reimbursement. Any reimbursement made in this circumstance will be approved based on the employee's performance. Requests for transfers or relocations must be directed to the Human Resources department and must further be approved by the Board of Directors.

All requests for reimbursement must be accompanied by receipts and must be made in accordance with the expense reimbursement procedure.

### **SIGNATURE AUTHORITY**

Alta has a strict policy that only shareholders of the company are authorized to bind the company. This policy applies to contracts with vendors, consultants or suppliers, clients or customers, banks or other financing institutions, benefit providers, landlords, or any instance where the document or agreement is legally binding on the company. Exceptions to this policy will not be allowed. Questions regarding this policy or a particular document must be addressed to the Finance department.

The guidelines and policies contained in this guide are subject to change at any time. Nothing in this document should be construed as an employment contract or agreement or a guarantee of employment for any length of time. Violation of any company policies or procedures may result in disciplinary action. This document supersedes any and all prior written or verbal employment guidelines and/or policies.



**ANTI-KICKBACK AFFIDAVIT**

STATE OF NORTH CAROLINA

SS:

COUNTY OF DURHAM

I the undersigned hereby duly sworn, depose and say that no portion of the sum herein response will be paid to any employee 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.

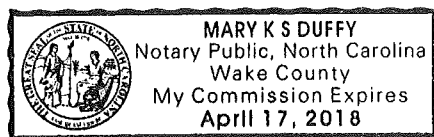
BY: Matt A. [Signature]

sworn and prescribed before me this 29<sup>th</sup> day of Aug, 2016

NOTARY PUBLIC, State of North Carolina

Mary K. S. Duffy [Signature]

My commission expires: 4/17/18



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

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to the City of Key West

by Matt Hayes, Vice President

(print individual's name and title) Alta Planning + Design  
(print name of entity submitting sworn statement)

for

whose business address is 313 Datura Street, Suite 100, West Palm Beach, FL, 33401

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

68-046555

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

2. 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 of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

- a. A predecessor or successor of a person convicted of a public entity crime: or
  - b. 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 agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of 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.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute 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 a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
  6. 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, 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 01, 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 01, 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 31 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.

Matt Hayes

(SIGNATURE)

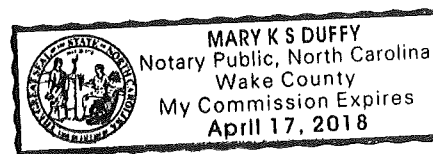
8/29/16  
(DATE)

STATE OF North Carolina  
COUNTY OF Durham

PERSONALLY APPEARED BEFORE ME, the undersigned authority  
Matt Hayes who, after first being sworn by me,  
(name of individual)  
affixed his/her signature in the space provided above on this  
29<sup>th</sup> day of August, 2016

Mary K S Duffy NOTARY PUBLIC

My commission expires: 4/17/18





**EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT**

STATE OF North Carolina )

: SS

COUNTY OF Durham )

I, the undersigned hereby duly sworn, depose and say that the firm of Alta Planning + Design

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.

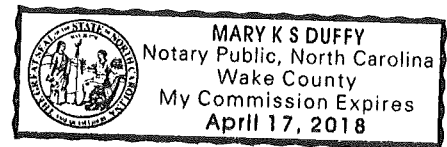
By: Marta Hay

Sworn and subscribed before me this 29<sup>th</sup> day of August 2016.

NOTARY PUBLIC, State of North Carolina at Large

Mary K. S. Duffy

My Commission Expires: 4/17/18



CONE OF SILENCE AFFIDAVIT

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

STATE OF North Carolina  
: SS  
COUNTY OF Durham

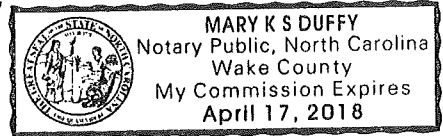
I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Alta Planning + Design have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

29<sup>th</sup> day of August, 2016.

Matt Hays  
NOTARY PUBLIC, State of North Carolina at Large

Mary K S Duffy



My Commission Expires: 4/17/2018

Sec. 2-773. Cone of Silence.

- (a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
  - (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
  - (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
  - (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
  - (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
  - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
  - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city

evaluation and/or selection committee therefore; and

- (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:
- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
  - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
    - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
    - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
  - (3) Oral communications at duly noticed pre-bid conferences;
  - (4) Oral presentations before publically noticed evaluation and/or selection committees;
  - (5) Contract discussions during any duly noticed public meeting;
  - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
  - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
  - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) *Procedure.*
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.

- (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
  - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.
  - (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
  - (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
  - (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
  - (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section. (*Ord. No. 13-11, § 1, 6-18-2013*)



## Appendix #1

375-030-30  
PROCUREMENT  
05/14

### STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION TRUTH IN NEGOTIATION CERTIFICATION

Pursuant to Section 287.055(5)(a), Florida Statutes, for any lump-sum or cost-plus-a-fixed fee professional services contract over the threshold amount provided in Section 287.017, Florida Statutes for

CATEGORY FOUR, the Department of Transportation (Department) requires the Consultant to execute this certificate and include it with the submittal of the Technical Proposal, or as prescribed in the contract advertisement.

The Consultant hereby certifies, covenants, and warrants that wage rates and other factual unit costs supporting the compensation for this project's agreement are accurate, complete, and current at the time of contracting.

The Consultant further agrees that the original agreement price and any additions thereto shall be adjusted to exclude any significant sums by which the Department determines the agreement price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such agreement adjustments shall be made within (1) year following the end of the contract. For purposes of this certificate, the end of the agreement shall be deemed to be the date of final billing or acceptance of the work by the Department, whichever is later.

Alta Planning + Design

\_\_\_\_\_  
Name of Consultant

By: \_\_\_\_\_



8/29/16  
Date

**CONFLICT OF INTEREST/CONFIDENTIALITY CERTIFICATION FOR  
CONSULTANT/CONTRACTOR/TECHNICAL ADVISORS**

I certify that I have no present conflict of interest, that I have no knowledge of any conflict of interest that my firm may have, and that I will recuse myself from any capacity of decision making, approval, disapproval, or recommendation on any contract if I have a conflict of interest or a potential conflict of interest.

Consultants/Contractors are expected to safeguard their ability to make objective, fair, and impartial decisions when performing work for the Department, and therefore may not accept benefits of any sort under circumstances in which it could be inferred by a reasonable observer that the benefit was intended to influence a pending or future decision of theirs, or to reward a past decision. Consultants performing work for the Department should avoid any conduct (whether in the context of business, financial, or social relationships) which might undermine the public trust, whether or not that conduct is unethical or lends itself to the appearance of ethical impropriety.

I will maintain the confidentiality of all information not made public by the Florida Department of Transportation ("Department") related to the procurement of the above-referenced ("Project") that I gain access to as a result of my involvement with the Project ("Procurement Information"). I understand that Procurement Information includes, but is not limited to, documents prepared by or for the Department related to procurement of the Project. I also understand that Procurement Information includes, but is not limited to, documents submitted to the Department by entities seeking an award of the Project ("Proposers"). I understand that Procurement Information may include documents submitted by Proposers related to letters of response/letters of interest, technical proposals, price proposals, financial proposals, and information shared during exempt meetings. I also understand that Procurement Information may also include documents that evaluate or review documents submitted by Proposers, and information regarding Project cost estimates. I also agree not to discuss the Project with anyone who is a member of or acting on behalf of a Proposer.

Unless so ordered by a court of competent jurisdiction or an opinion of the Office of the Florida Attorney General, I will not divulge any Procurement Information except to individuals who have executed a Conflict of Interest/Confidentiality Certification which has been approved by the Department ("Project Personnel"). I understand that a list of Project Personnel will be maintained by Department. If I am contacted by any member of the public or the media with a request for Procurement Information, I will promptly forward such request to the Department's Procurement Office. I will also maintain security and control over all documents containing Procurement Information which are in my custody.

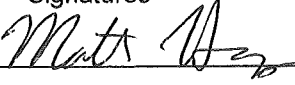
I agree not to solicit or accept gratuities, unwarranted privileges or exemptions, favors, or anything of value from any firm under consideration for an agreement associated with the Project, and I recognize that doing so may be contrary to statutes, ordinances, and rules governing or applicable to the Department or may otherwise be a violation of the law.

I realize that violation of the above mentioned standards could result in the termination of my work for the Department.

Advertisement No./ Solicitation No.	Description	Financial Project Number(s)
#16-006	Key West Bicycle and Pedestrian Master Transportation Plan	

Appendix #2 continued (page 2 of 2)


Each undersigned individual agrees to the terms of this Conflict of Interest/Confidentiality Certification.

Printed Names	Signatures	Date
Matt Hayes, Vice President		8/29/16

STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION  
**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,  
INELIGIBILITY AND VOLUNTARY EXCLUSION-  
LOWER TIER COVERED TRANSACTIONS FOR FEDERAL AID CONTRACTS**  
(Compliance with 2 CFR Parts 180 and 1200)

It is certified that neither the below identified firm nor its principals are presently suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Name of Consultant/Contractor: Alta Planning + Design

By: Matt [Signature]

Date: 8/29/11

Title: Vice President

Instructions for Certification

Instructions for Certification - Lower Tier Participants:

(Applicable to all subcontracts, purchase orders and other lower tier transactions requiring prior FHWA approval or estimated to cost \$25,000 or more - 2 CFR Parts 180 and 1200)

- a. By signing and submitting this proposal, the prospective lower tier is providing the certification set out below.
- b. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department, or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
- c. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous by reason of changed circumstances.
- d. The terms "covered transaction," "debarred," "suspended," "ineligible," "participant," "person," "principal," and "voluntarily excluded," as used in this clause, are defined in 2 CFR Parts 180 and 1200. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations. "First Tier Covered Transactions" refers to any covered transaction between a grantee or subgrantee of Federal funds and a participant (such as the prime or general contract). "Lower Tier Covered Transactions" refers to any covered transaction under a First Tier Covered Transaction (such as subcontracts). "First Tier Participant" refers to the participant who has entered into a covered transaction with a grantee or subgrantee of Federal funds (such as the prime or general contractor). "Lower Tier Participant" refers any participant who has entered into a covered transaction with a First Tier Participant or other Lower Tier Participants (such as subcontractors and suppliers).
- e. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
- f. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Lower Tier Covered



## Appendix #3 continued (2 of 2)

Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions exceeding the \$25,000 threshold.

g. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant is responsible for ensuring that its principals are not suspended, debarred, or otherwise ineligible to participate in covered transactions. To verify the eligibility of its principals, as well as the eligibility of any lower tier prospective participants, each participant may, but is not required to, check the Excluded Parties List System website (<https://www.epls.gov/>), which is compiled by the General Services Administration.

h. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

i. Except for transactions authorized under paragraph e of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

## Appendix #4

375-030-33  
PROCUREMENT  
10/01

### CERTIFICATION FOR DISCLOSURE OF LOBBYING ACTIVITIES ON FEDERAL-AID CONTRACTS (Compliance with 49CFR, Section 20.100 (b))

The prospective participant certifies, by signing this certification, that to the best of his or her knowledge and belief:

(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 federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal 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. (Standard Form-LLL can be obtained from the Florida Department of Transportation's Professional Services Administrator or Procurement Office.)

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, U.S. 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 a failure.

The prospective participant also agrees by submitting his or her proposal that he or she shall require that the language of this certification be included in all lower tier subcontracts, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.

Name of Consultant:

By: Matt Arz Date: 8/29/16 Authorized Signature

Title: Vice President

# Appendix #5 FDOT Form #375-030-34 (1 of 2)

## STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION DISCLOSURE OF LOBBYING ACTIVITIES

375-030-34  
PROCUREMENT  
02/15

Is this form applicable to your firm?

YES ☐ NO ☒

If no, then please complete section 4  
below for "Prime"

<b>1. Type of Federal Action:</b> a. contract b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	<b>2. Status of Federal Action:</b> a. bid/offer/application b. initial award c. post-award	<b>3. Report Type:</b> a. initial filing b. material change <b>For Material Change Only:</b> Year: _____ Quarter: _____ Date of last report: _____ (mm/dd/yyyy)
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: <u>Alta Planning + Design, Inc.</u> <u>313 Datura Street, Suite 100</u> <u>West Palm Beach, FL 33401</u>  Congressional District, if known: 4c		<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b> _____ _____ _____  Congressional District, if known: _____
<b>6. Federal Department/Agency:</b> _____ _____ _____	<b>7. Federal Program Name/Description:</b> _____ _____ _____  CFDA Number, if applicable: _____	
<b>8. Federal Action Number, if known:</b> _____	<b>9. Award Amount, if known:</b> \$ _____	
<b>10. a. Name and Address of Lobbying Registrant</b> <i>(if individual, last name, first name, MI):</i> _____ _____ _____	<b>b. Individuals Performing Services (including address if different from No. 10a)</b> <i>(last name, first name, MI):</i> _____ _____ _____	
<b>11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</b>	Signature: <u>Matt Hayes</u> Print Name: <u>Matt Hayes</u> Title: <u>Vice President</u> Telephone No.: <u>919-484-8448</u> Date (mm/dd/yyyy): <u>8/29/16</u>	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-87)

## Appendix #5 FDOT Form #375-030-34 continued (page 2 of 2)

375-030-34  
PROCUREMENT  
04/14  
Page 2 of 2

### INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity 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 a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the fullname, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.



## Appendix #6 (page1 of 3)

### LOCAL AGENCY PROGRAM FEDERAL-AID TERMS For PROFESSIONAL SERVICES CONTRACTS

37F-940-64  
PROGRAM MANAGEMENT  
04/15  
Page 1 of 3

#### TERMS FOR FEDERAL AID CONTRACTS (APPENDIX B):

The following terms apply to all contracts in which it is indicated that the services involve the expenditure of federal funds:

- A. It is understood and agreed that all rights of the Local Agency relating to inspection, review, approval, patents, copyrights, and audit of the work, tracing, plans, specifications, maps, data, and cost records relating to this Agreement shall also be reserved and held by authorized representatives of the United States of America.
- B. It is understood and agreed that, in order to permit federal participation, no supplemental agreement of any nature may be entered into by the parties hereto with regard to the work to be performed hereunder without the approval of the U.S. Department of Transportation, anything to the contrary in this Agreement notwithstanding.
- C. **Compliance with Regulations:** The Consultant shall comply with the Regulations relative to nondiscrimination in Federally-assisted programs of the U.S. Department of Transportation Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this Agreement.
- D. **Nondiscrimination:** The Consultant, with regard to the work performed during the contract, shall not discriminate on the basis of race, color, national origin, sex, age, disability, religion or family status in the selection and retention of subcontractors, including procurements of material and leases of equipment. The Consultant shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.
- E. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations made by the Consultant, either by competitive bidding or negotiation for work to be performed under a subcontract, including procurements of materials and leases of equipment, each potential subcontractor or supplier shall be notified by the Consultant of the Consultant's obligations under this contract and the Regulations relative to nondiscrimination on the basis of race, color, national origin, sex, age, disability, religion or family status.
- F. **Information and Reports:** The Consultant will provide all information and reports required by the Regulations, or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Local Agency, Florida Department of Transportation, Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, and/or Federal Motor Carrier Safety Administration to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of the Consultant is in the exclusive possession of another who fails or refuses to furnish this information, the Consultant shall so certify to the Local Agency, Florida Department of Transportation, Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, and/or the Federal Motor Carrier Safety Administration as appropriate, and shall set forth what efforts it has made to obtain the information.
- G. **Sanctions for Noncompliance:** In the event of the Consultant's noncompliance with the nondiscrimination provisions of this contract, the Local Agency shall impose such contract sanctions as it or the Florida Department of Transportation, Federal Transit Administration, Federal Aviation Administration, and/or Federal Motor Carrier Safety Administration may determine to be appropriate, including, but not limited to,
  - 1. withholding of payments to the Consultant under the contract until the Consultant complies and/or
  - 2. cancellation, termination or suspension of the contract, in whole or in part.
- H. **Incorporation of Provisions:** The Consultant will include the provisions of Paragraph C through I in every subcontract, including procurements of materials and leases of equipment unless exempt by the Regulations, order, or instructions issued pursuant thereto. The Consultant shall take such action with respect to any subcontract or procurement as the Local Agency, Florida Department of Transportation, Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, and/or the Federal Motor Carrier Safety Administration may direct as a means of enforcing such provisions, including sanctions for noncompliance. In the event a Consultant becomes involved in, or is threatened with, litigation with a subconsultant or supplier as a result of such direction, the Consultant may request the Local Agency to enter into such litigation to protect the interests of the Local Agency, and, in addition, the Consultant may request the United States to enter into such litigation to protect the interests of the United States.
- I. **Compliance with Nondiscrimination Statutes and Authorities:** Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21; The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment

## Appendix #6 continued (page 2 of 3)

### LOCAL AGENCY PROGRAM FEDERAL-AID TERMS For PROFESSIONAL SERVICES CONTRACTS

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PROGRAM MANAGEMENT  
02/15  
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of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects; Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex); Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27; The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age); Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex); The Civil Rights Restoration Act of 1987, (PL 100-208), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not); Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38; The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex); Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations; Executive Order 13186, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100); Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq.).

- J. Interest of Members of Congress: No member of or delegate to the Congress of the United States will be admitted to any share or part of this contract or to any benefit arising therefrom.
- K. Interest of Public Officials: No member, officer, or employee of the public body or of a local public body during his tenure or for one year thereafter shall have any interest, direct or indirect, in this contract or the proceeds thereof. For purposes of this provision, public body shall include municipalities and other political subdivisions of States; and public corporations, boards, and commissions established under the laws of any State.
- L. Participation by Disadvantaged Business Enterprises: The Consultant shall agree to abide by the following statement from 49 CFR 26.13(b). This statements shall be included in all subsequent agreements between the Consultant and any subconsultant or contractor.  
  
The Consultant, sub recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the Consultant to carry out these requirements is a material breach of this contract, which may result in termination of this contract or other such remedy as the recipient deems appropriate.
- M. It is mutually understood and agreed that the willful falsification, distortion or misrepresentation with respect to any facts related to the project(s) described in this Agreement is a violation of the Federal Law. Accordingly, United States Code, Title 18, Section 1020, is hereby incorporated by reference and made a part of this Agreement.
- N. It is understood and agreed that if the Consultant at any time learns that the certification it provided the Local Agency in compliance with 49 CFR, Section 26.5), was erroneous when submitted or has become erroneous by reason of changed circumstances, the Consultant shall provide immediate written notice to the Local Agency. It is further agreed that the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction" as set forth in 49 CFR, Section 29.610, shall be included by the Consultant in all lower tier covered transactions and in all aforementioned federal regulation.
- O. The Local Agency hereby certifies that neither the consultant nor the consultant's representative has been required by the Local Agency, directly or indirectly as an express or implied condition in connection with obtaining or carrying out this contract, to
  - 1. employ or retain, or agree to employ or retain, any firm or person, or
  - 2. pay, or agree to pay, to any firm, person, or organization, any fee, contribution, donation, or consideration of any kind;

The Local Agency further acknowledges that this agreement will be furnished to a federal agency, in connection with this contract involving participation of Federal-Aid funds, and is subject to applicable State and Federal Laws.

Appendix #6 continued (page 3 of 3)

LOCAL AGENCY PROGRAM FEDERAL-AID TERMS  
For PROFESSIONAL SERVICES CONTRACTS

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PROGRAM MANAGEMENT  
04/15  
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both criminal and civil.

P. The Consultant hereby certifies that it has not:

1. employed or retained for a commission, percentage, brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for the above contractor) to solicit or secure this contract;
2. agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out this contract; or
3. paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for the above contractor) any fee, contribution, donation, or consideration of any kind for, or in connection with, procuring or carrying out the contract.

The consultant further acknowledges that this agreement will be furnished to the Local Agency, the State of Florida Department of Transportation and a federal agency in connection with this contract involving participation of Federal-Aid funds, and is subject to applicable State and Federal Laws, both criminal and civil.

ADDENDUM NO. 1  
RFP # 16-006

To All Proposers:

The following change is hereby made a part of RFP #16-006 as fully as completely as if the same were fully set forth therein:

The following is a list of addenda that shall govern all other contract documents to the extent specified.

**Addendum No. 1**

The following revision is hereby made a part of the Contract Documents as fully as completely as if the same were fully set forth therein:

1. Section A.4 Requirement; 1. Pre-qualification: Is the Prime Respondent required to be pre-qualified in the delineated categories or can this requirement be met by a member of the Prime Respondent's team?

Answer: As long as the proposed team meets all certification requirements it is considered covered.

2. Pre-qualification: Are all areas of FDOT pre-qualification identified in the RFP required to be covered by the primary firm or can they be covered by other firms on the team?

Answer: As long as the proposed team meets all certification requirements it is considered covered.

3. C.9 Insurance, page 25: Is it required to submit a certificate of insurance with the proposal or once a firm has been selected?

Answer: Once a firm has been selected.

4. A.4. Requirements, page 5-10; and C.13 Response Content, 10 Sworn Statements and Affidavits, page 29: Can the City please identify which forms are required from sub-consultants as well as the prime consultant?

Answer: All members of the identified team shall submit ALL Sworn Statements and Affidavits.

5. C.3. Number of Copies, page 24: Will the City accept electronic PDFs of the responses on CDs instead of flash drives?

Answer: No

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

  
\_\_\_\_\_  
Signature

Alta Planning + Design, Inc.  
\_\_\_\_\_  
Name of Business



## Appendix #13 – Worker’s Comp Waiver of Rights to Recover from Others Endorsement

STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION  
CONSTRUCTION CONTRACTORS  
BID OPPORTUNITY LIST

175-030-10  
EQUAL OPPORTUNITY OFFICE  
02/08

Please complete and mail or fax to:  
Equal Opportunity Office  
605 Suwannee St., MS 65  
Tallahassee, FL 32399-0450  
TELEPHONE: (850) 414-4747  
FAX: (850) 414-4879

This information may also be included in your bid or proposal package.

Prime Contractor/Consultant: Alta Planning + Design, Inc.  
Address/Telephone Number: 313 Datura Street, Suite 100, West Palm Beach, FL, 33401/(404)304-1940  
Bid/Proposal Number: #16-006  
Quote Submitted MM/YR: 08/16

49 CFR Part 26.11 requires the Florida Department of Transportation to develop and maintain a "bid opportunity list." The list is intended to be a listing of all firms that are participating, or attempting to participate, on DOT-assisted contracts. The list must include all firms that bid on prime contracts, or bid or quote subcontracts and materials supplies on DOT-assisted projects, including both DBEs and non-DBEs. For consulting companies this list must include all subconsultants contacting you and expressing an interest in teaming with you on a specific DOT assisted project. Prime contractors and consultants must provide information for Nos. 1, 2, 3 and 4 and should provide any information they have available on Numbers 5, 6, 7, and 8 for themselves, and their subcontractors and subconsultants.

1. Federal Tax ID Number: 68-046555  
2. Firm Name: Alta Planning + Design  
3. Phone: (404) 304-1940  
4. Address: 313 Datura Street, Suite 100  
West Palm Beach, FL 33401  
5. Year Firm Established: 1996

6. ☐ DBE  
☒ Non-DBE  
7. ☐ Subcontractor  
☐ Subconsultant

8. Annual Gross Receipts  
☐ Less than \$1 million  
☐ Between \$1 - \$5 million  
☐ Between \$5 - \$10 million  
☐ Between \$10 - \$15 million  
☒ More than \$15 million

1. Federal Tax ID Number: 474017225  
2. Firm Name: Sam Schwartz  
3. Phone: (813) 289-7771  
4. Address: 2709 N Rocky Point Dr #104  
Tampa, FL 33607  
5. Year Firm Established: 2009

6. ☐ DBE  
☒ Non-DBE  
7. ☐ Subcontractor  
☒ Subconsultant

8. Annual Gross Receipts  
☐ Less than \$1 million  
☐ Between \$1 - \$5 million  
☒ Between \$5 - \$10 million  
☐ Between \$10 - \$15 million  
☐ More than \$15 million

1. Federal Tax ID Number: \_\_\_\_\_  
2. Firm Name: \_\_\_\_\_  
3. Phone: \_\_\_\_\_  
4. Address: \_\_\_\_\_  
5. Year Firm Established: \_\_\_\_\_

6. ☐ DBE  
☐ Non-DBE  
7. ☐ Subcontractor  
☐ Subconsultant

8. Annual Gross Receipts  
☐ Less than \$1 million  
☐ Between \$1 - \$5 million  
☐ Between \$5 - \$10 million  
☐ Between \$10 - \$15 million  
☐ More than \$15 million

# *State of Florida*

## *Department of State*

I certify from the records of this office that ALTA PLANNING + DESIGN, INC. is a California corporation authorized to transact business in the State of Florida, qualified on September 25, 2009.

The document number of this corporation is F09000003824.

I further certify that said corporation has paid all fees due this office through December 31, 2014, that its most recent annual report/uniform business report was filed on February 7, 2014, and its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Seventh day of February, 2014*



*Ken DeFoner*  
**Secretary of State**

Authentication ID: CC0750631034

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

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

**ANTI-KICKBACK AFFIDAVIT**

STATE OF ~~FLORIDA~~ <sup>Illinois</sup> *kdg*

SS:

COUNTY OF ~~MONROE~~ <sup>COOK</sup> *kdg*

I the undersigned hereby duly sworn, depose and say that no portion of the sum herein response will be paid to any employee 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: Joe Iacobucci

*Ju*

sworn and prescribed before me this 29th day of August, 2016

NOTARY PUBLIC, State of ~~Florida~~ <sup>Illinois</sup> *kdg*

My commission expires: 2/19/17

*Kristin D. Golouch*



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

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to Kristin Golojuch

by

Joe Iacobucci, Director of Transit

for

(print individual's name and title) Sam Schwartz Consulting, LLC  
(print name of entity submitting sworn statement)

whose business address is 303 W. Erie Street, Suite 600, Chicago, IL 60654

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

47-4017225

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

2. 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 of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

- a. A predecessor or successor of a person convicted of a public entity crime: or
  - b. 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 agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of 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.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute 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 a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. 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, 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 01, 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 01, 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 31 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.



(SIGNATURE)

8/29/2016

(DATE)

STATE OF Illinois

COUNTY OF Cook

PERSONALLY APPEARED BEFORE ME, the undersigned authority  
Joe Jacobucci who, after first being sworn by me,  
(name of individual)

affixed his/her signature in the space provided above on this

29th day of August, 2016



NOTARY PUBLIC

My commission expires: 2/19/17



**EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT**

STATE OF Illinois )

: SS

COUNTY OF Cook )

I, the undersigned hereby duly sworn, depose and say that the firm of Sam Schwartz Consulting, 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: Joe Iacobucci, Director of Transit

Sworn and subscribed before me this 29th day of August 2016.

NOTARY PUBLIC, State of Illinois at Large

My Commission Expires:

2/19/17

Kristin D. Golujch



**CONE OF SILENCE AFFIDAVIT**

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

STATE OF Illinois )  
 : SS  
COUNTY OF Cook )

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Sam Schwartz Consulting, LLC have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

29 day of August, 2016.

Kristin D. Golouch  
NOTARY PUBLIC, State of Illinois at Large

My Commission Expires: 2/19/17



**Sec. 2-773. Cone of Silence.**

(a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:

- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
- (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
- (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
- (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
- (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.

(b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:

- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
- (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
- (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city

evaluation and/or selection committee therefore; and

- (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:
  - (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
  - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
    - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
    - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
  - (3) Oral communications at duly noticed pre-bid conferences;
  - (4) Oral presentations before publically noticed evaluation and/or selection committees;
  - (5) Contract discussions during any duly noticed public meeting;
  - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
  - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
  - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) *Procedure.*
  - (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.



- (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
  - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.
  - (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
  - (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
  - (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
  - (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section. (*Ord. No. 13-11, § 1, 6-18-2013*)

## Appendix #1

375-030-30  
PROCUREMENT  
05/14

### STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION TRUTH IN NEGOTIATION CERTIFICATION

Pursuant to Section 287.055(5)(a), Florida Statutes, for any lump-sum or cost-plus-a-fixed fee professional services contract over the threshold amount provided in Section 287.017, Florida Statutes for

CATEGORY FOUR, the Department of Transportation (Department) requires the Consultant to execute this certificate and include it with the submittal of the Technical Proposal, or as prescribed in the contract advertisement.

The Consultant hereby certifies, covenants, and warrants that wage rates and other factual unit costs supporting the compensation for this project's agreement are accurate, complete, and current at the time of contracting.

The Consultant further agrees that the original agreement price and any additions thereto shall be adjusted to exclude any significant sums by which the Department determines the agreement price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such agreement adjustments shall be made within (1) year following the end of the contract. For purposes of this certificate, the end of the agreement shall be deemed to be the date of final billing or acceptance of the work by the Department, whichever is later.

Sam Schwartz Consulting, LLC

Name of Consultant

By:

August 29, 2016

Joe Iacobucci, Director of Transit

Date

**CONFLICT OF INTEREST/CONFIDENTIALITY CERTIFICATION FOR  
CONSULTANT/CONTRACTOR/TECHNICAL ADVISORS**

I certify that I have no present conflict of interest, that I have no knowledge of any conflict of interest that my firm may have, and that I will recuse myself from any capacity of decision making, approval, disapproval, or recommendation on any contract if I have a conflict of interest or a potential conflict of interest.

Consultants/Contractors are expected to safeguard their ability to make objective, fair, and impartial decisions when performing work for the Department, and therefore may not accept benefits of any sort under circumstances in which it could be inferred by a reasonable observer that the benefit was intended to influence a pending or future decision of theirs, or to reward a past decision. Consultants performing work for the Department should avoid any conduct (whether in the context of business, financial, or social relationships) which might undermine the public trust, whether or not that conduct is unethical or lends itself to the appearance of ethical impropriety.

I will maintain the confidentiality of all information not made public by the Florida Department of Transportation ("Department") related to the procurement of the above-referenced ("Project") that I gain access to as a result of my involvement with the Project ("Procurement Information"). I understand that Procurement Information includes, but is not limited to, documents prepared by or for the Department related to procurement of the Project. I also understand that Procurement Information includes, but is not limited to, documents submitted to the Department by entities seeking an award of the Project ("Proposers"). I understand that Procurement Information may include documents submitted by Proposers related to letters of response/letters of interest, technical proposals, price proposals, financial proposals, and information shared during exempt meetings. I also understand that Procurement Information may also include documents that evaluate or review documents submitted by Proposers, and information regarding Project cost estimates. I also agree not to discuss the Project with anyone who is a member of or acting on behalf of a Proposer.

Unless so ordered by a court of competent jurisdiction or an opinion of the Office of the Florida Attorney General, I will not divulge any Procurement Information except to individuals who have executed a Conflict of Interest/Confidentiality Certification which has been approved by the Department ("Project Personnel"). I understand that a list of Project Personnel will be maintained by Department. If I am contacted by any member of the public or the media with a request for Procurement Information, I will promptly forward such request to the Department's Procurement Office. I will also maintain security and control over all documents containing Procurement Information which are in my custody.

I agree not to solicit or accept gratuities, unwarranted privileges or exemptions, favors, or anything of value from any firm under consideration for an agreement associated with the Project, and I recognize that doing so may be contrary to statutes, ordinances, and rules governing or applicable to the Department or may otherwise be a violation of the law.

I realize that violation of the above mentioned standards could result in the termination of my work for the Department.

Advertisement No./  
Solicitation No.

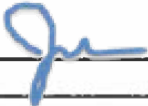
Description

Financial Project Number(s)

Appendix #2 continued (page 2 of 2)

N/A


Each undersigned individual agrees to the terms of this Conflict of Interest/Confidentiality Certification.

Printed Names	Signatures	Date
Joe Iacobucci		8/29/16

Appendix #3 (1 of 2)

375-030-32 PROCUREMENT 11/15

STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION  
**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,  
INELIGIBILITY AND VOLUNTARY EXCLUSION-  
LOWER TIER COVERED TRANSACTIONS FOR FEDERAL AID CONTRACTS**  
(Compliance with 2 CFR Parts 180 and 1200)

It is certified that neither the below identified firm nor its principals are presently suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Name of Consultant/Contractor: Sam Schwartz Consulting, LLC

By: Joe Iacobucci, Director of Transit

Date: August 29, 2016

Title: Director of Transit

Instructions for Certification

**Instructions for Certification - Lower Tier Participants:**

(Applicable to all subcontracts, purchase orders and other lower tier transactions requiring prior FHWA approval or estimated to cost \$25,000 or more - 2 CFR Parts 180 and 1200)

a. By signing and submitting this proposal, the prospective lower tier is providing the certification set out below.

b. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department, or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

c. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous by reason of changed circumstances.

d. The terms "covered transaction," "debarred," "suspended," "ineligible," "participant," "person," "principal," and "voluntarily excluded," as used in this clause, are defined in 2 CFR Parts 180 and 1200. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations. "First Tier Covered Transactions" refers to any covered transaction between a grantee or subgrantee of Federal funds and a participant (such as the prime or general contract). "Lower Tier Covered Transactions" refers to any covered transaction under a First Tier Covered Transaction (such as subcontracts). "First Tier Participant" refers to the participant who has entered into a covered transaction with a grantee or subgrantee of Federal funds (such as the prime or general contractor). "Lower Tier Participant" refers any participant who has entered into a covered transaction with a First Tier Participant or other Lower Tier Participants (such as subcontractors and suppliers).

e. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.

f. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Lower Tier Covered



## Appendix #3 continued (2 of 2)

Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions exceeding the \$25,000 threshold.

g. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant is responsible for ensuring that its principals are not suspended, debarred, or otherwise ineligible to participate in covered transactions. To verify the eligibility of its principals, as well as the eligibility of any lower tier prospective participants, each participant may, but is not required to, check the Excluded Parties List System website (<https://www.epls.gov/>), which is compiled by the General Services Administration.

h. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

i. Except for transactions authorized under paragraph e of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

## Appendix #4

375-030-33  
PROCUREMENT  
10/01

**CERTIFICATION FOR DISCLOSURE OF LOBBYING ACTIVITIES  
ON FEDERAL-AID CONTRACTS  
(Compliance with 49CFR, Section 20.100 (b))**

The prospective participant certifies, by signing this certification, that to the best of his or her knowledge and belief:

(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 federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal 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. (Standard Form-LLL can be obtained from the Florida Department of Transportation's Professional Services Administrator or Procurement Office.)

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, U.S. 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 a failure.

The prospective participant also agrees by submitting his or her proposal that he or she shall require that the language of this certification be included in all lower tier subcontracts, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.

Name of Consultant: Sam Schwartz Consulting, LLC

By: Joe Iacobucci Date: 8/29/2016 Authorized Signature

Title: Director of Transit



# Appendix #5 FDOT Form #375-030-34 (1 of 2)


## STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION DISCLOSURE OF LOBBYING ACTIVITIES

375-030-34  
PROCUREMENT  
02/16

Is this form applicable to your firm?

YES ☐ NO ☒

If no, then please complete section 4  
below for "Prime"

<b>1. Type of Federal Action:</b> a. contract b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	<b>2. Status of Federal Action:</b> a. bid/offer/application b. initial award c. post-award	<b>3. Report Type:</b> a. initial filing b. material change <b>For Material Change Only:</b> Year: _____ Quarter: _____ Date of last report: _____ (mm/dd/yyyy)
<b>4. Name and Address of Reporting Entity:</b> <input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subawardee Tier _____, if known: Sam Schwartz Consulting, LLC _____ _____ Congressional District, if known: 4c		<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b> _____ _____ _____ Congressional District, if known: _____
<b>6. Federal Department/Agency:</b> _____ _____	<b>7. Federal Program Name/Description:</b> _____ _____ CFDA Number, if applicable: _____	
<b>8. Federal Action Number, if known:</b> _____	<b>9. Award Amount, if known:</b> \$ _____	
<b>10. a. Name and Address of Lobbying Registrant</b> <i>(if individual, last name, first name, MI):</i> _____ _____ _____	<b>b. Individuals Performing Services (including address if different from No. 10a)</b> <i>(last name, first name, MI):</i> _____ _____ _____	
<b>11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</b>	<b>Signature:</b>  <b>Print Name:</b> Joe Iacobucci <b>Title:</b> Director of Transit <b>Telephone No.:</b> 773-305-0800 <b>Date (mm/dd/yyyy):</b> 8/29/16	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

## Appendix #5 FDOT Form #375-030-34 continued (page 2 of 2)

375-030-34  
PROCUREMENT  
04/14  
Page 2 of 2

### INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity 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 a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

**LOCAL AGENCY PROGRAM FEDERAL-AID TERMS  
For PROFESSIONAL SERVICES CONTRACTS**

375-040-84  
PROGRAM MANAGEMENT  
04/15  
Page 1 of 3

**TERMS FOR FEDERAL AID CONTRACTS (APPENDIX II):**

The following terms apply to all contracts in which it is indicated that the services involve the expenditure of federal funds:

- A. It is understood and agreed that all rights of the Local Agency relating to inspection, review, approval, patents, copyrights, and audit of the work, tracing, plans, specifications, maps, data, and cost records relating to this Agreement shall also be reserved and held by authorized representatives of the United States of America.
- B. It is understood and agreed that, in order to permit federal participation, no supplemental agreement of any nature may be entered into by the parties hereto with regard to the work to be performed hereunder without the approval of the U.S. Department of Transportation, anything to the contrary in this Agreement notwithstanding.
- C. **Compliance with Regulations:** The Consultant shall comply with the Regulations relative to nondiscrimination in Federally-assisted programs of the U.S. Department of Transportation Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this Agreement.
- D. **Nondiscrimination:** The Consultant, with regard to the work performed during the contract, shall not discriminate on the basis of race, color, national origin, sex, age, disability, religion or family status in the selection and retention of subcontractors, including procurements of material and leases of equipment. The Consultant shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.
- E. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations made by the Consultant, either by competitive bidding or negotiation for work to be performed under a subcontract, including procurements of materials and leases of equipment, each potential subcontractor or supplier shall be notified by the Consultant of the Consultant's obligations under this contract and the Regulations relative to nondiscrimination on the basis of race, color, national origin, sex, age, disability, religion or family status.
- F. **Information and Reports:** The Consultant will provide all information and reports required by the Regulations, or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Local Agency, Florida Department of Transportation, Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, and/or Federal Motor Carrier Safety Administration to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of the Consultant is in the exclusive possession of another who fails or refuses to furnish this information, the Consultant shall so certify to the Local Agency, Florida Department of Transportation, Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, and/or the Federal Motor Carrier Safety Administration as appropriate, and shall set forth what efforts it has made to obtain the information.
- G. **Sanctions for Noncompliance:** In the event of the Consultant's noncompliance with the nondiscrimination provisions of this contract, the Local Agency shall impose such contract sanctions as it or the Florida Department of Transportation, Federal Transit Administration, Federal Aviation Administration, and/or Federal Motor Carrier Safety Administration may determine to be appropriate, including, but not limited to,
  - 1. withholding of payments to the Consultant under the contract until the Consultant complies and/or
  - 2. cancellation, termination or suspension of the contract, in whole or in part.
- H. **Incorporation or Provisions:** The Consultant will include the provisions of Paragraph C through I in every subcontract, including procurements of materials and leases of equipment unless exempt by the Regulations, order, or instructions issued pursuant thereto. The Consultant shall take such action with respect to any subcontract or procurement as the Local Agency, Florida Department of Transportation, Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, and/or the Federal Motor Carrier Safety Administration may direct as a means of enforcing such provisions, including sanctions for noncompliance. In the event a Consultant becomes involved in, or is threatened with, litigation with a subconsultant or supplier as a result of such direction, the Consultant may request the Local Agency to enter into such litigation to protect the interests of the Local Agency, and, in addition, the Consultant may request the United States to enter into such litigation to protect the interests of the United States.
- I. **Compliance with Nondiscrimination Statutes and Authorities:** Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21: The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment



## Appendix #6 continued (page 2 of 3)

### LOCAL AGENCY PROGRAM FEDERAL-AID TERMS For PROFESSIONAL SERVICES CONTRACTS

375-040-84  
PROGRAM MANAGEMENT  
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of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects); Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex); Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27; The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age); Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex); The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not); Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38; The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex); Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations; Executive Order 13186, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100); Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq.).

- J. Interest of Members of Congress: No member of or delegate to the Congress of the United States will be admitted to any share or part of this contract or to any benefit arising therefrom.
- K. Interest of Public Officials: No member, officer, or employee of the public body or of a local public body during his tenure or for one year thereafter shall have any interest, direct or indirect, in this contract or the proceeds thereof. For purposes of this provision, public body shall include municipalities and other political subdivisions of States, and public corporations, boards, and commissions established under the laws of any State.
- L. Participation by Disadvantaged Business Enterprises: The Consultant shall agree to abide by the following statement from 49 CFR 26.13(b). This statements shall be included in all subsequent agreements between the Consultant and any subconsultant or contractor.
- The Consultant, sub recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the Consultant to carry out these requirements is a material breach of this contract, which may result in termination of this contract or other such remedy as the recipient deems appropriate.
- M. It is mutually understood and agreed that the wilful falsification, distortion or misrepresentation with respect to any facts related to the project(s) described in this Agreement is a violation of the Federal Law. Accordingly, United States Code, Title 18, Section 1020, is hereby incorporated by reference and made a part of this Agreement.
- N. It is understood and agreed that if the Consultant at any time learns that the certification it provided the Local Agency in compliance with 49 CFR, Section 26.51, was erroneous when submitted or has become erroneous by reason of changed circumstances, the Consultant shall provide immediate written notice to the Local Agency. It is further agreed that the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction" as set forth in 49 CFR, Section 29.510, shall be included by the Consultant in all lower tier covered transactions and in all aforementioned federal regulation.
- O. The Local Agency hereby certifies that neither the consultant nor the consultant's representative has been required by the Local Agency, directly or indirectly as an express or implied condition in connection with obtaining or carrying out this contract, to
1. employ or retain, or agree to employ or retain, any firm or person, or
  2. pay, or agree to pay, to any firm, person, or organization, any fee, contribution, donation, or consideration of any kind;

The Local Agency further acknowledges that this agreement will be furnished to a federal agency, in connection with this contract involving participation of Federal-Aid funds, and is subject to applicable State and Federal Laws.

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LOCAL AGENCY PROGRAM FEDERAL-AID TERMS  
For PROFESSIONAL SERVICES CONTRACTS

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both criminal and civil.

P. The Consultant hereby certifies that it has not

1. employed or retained for a commission, percentage, brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for the above contractor) to solicit or secure this contract;
2. agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out this contract; or
3. paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for the above contractor) any fee contribution, donation, or consideration of any kind for, or in connection with, procuring or carrying out the contract.

The consultant further acknowledges that this agreement will be furnished to the Local Agency, the State of Florida Department of Transportation and a federal agency in connection with this contract involving participation of Federal-Aid funds, and is subject to applicable State and Federal Laws, both criminal and civil.