

COPY



PROPOSAL PREPARED FOR THE CITY OF KEY WEST TRANSIT DEPARTMENT

# TRANSIT DEVELOPMENT PLAN 2014 MAJOR UPDATE

RFP # 002-14  
FEBRUARY 19, 2014



IN ASSOCIATION WITH:  
SANDRA WALTERS  
CONSULTANTS, INC.



Printed on 100% recycled paper





February 19, 2014

City of Key West  
Transit Department  
3126 Flagler Avenue  
Key West, FL 33040

**RE: Transit Development Plan 2014 Major Update**

Dear Ms. Snider:

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposal to the City of Key West Transit Department (KWT) to prepare the 2014 Transit Development Plan (TDP) Major Update. We are excited about the possibility of working with the City of Key West on this strategic development plan and are committed to the project's success and to improving operations for KWT.

Transit is the core of Nelson\Nygaard's practice in sustainable transportation planning; our focus is making transit work better for communities. We have extensive experience developing transit plans for agencies of all sizes. We take pride in finding common ground between competing priorities to develop practical and implementable plans to significantly improve service and achieve wide public support. Most of our key transit staff members are avid riders who worked at both transit agencies and as transportation consultants. We understand the constraints facing transit systems and the desires and expectations of riders and other constituents.

We have considered the needs of KWT and assembled a team that combines national expertise with local knowledge. We are very pleased to introduce a team that will meet and exceed every need of this project. Randy Farwell will serve as project manager with over 26 years experience in transportation and transit planning, operations, and management. Cristina Barone will serve as deputy project manager and has significant expertise developing TDPs for Florida transit agencies. Our subconsultant, Sandra Walters Consultants, Inc., adds local expertise and experience to the public involvement process. Our team specializes in assisting small and mid-size transit systems with maximizing efficiency and ridership while keeping costs down; we have a proven record of improving ridership within existing resources.

Our proposal is submitted in accordance with the terms and conditions outlined in the Request for Proposal (RFP) and will remain in effect for ninety (90) days from the submittal date, February 19, 2014.

If we can provide any additional information about this proposal, please do not hesitate to let us know. Please contact Randy Farwell, at 904-999-3949 or rfarwell@nelsonnygaard.com, or myself at 415-284-1544 or pjewel@nelsonnygaard.com.

Sincerely,

Paul A. Jewel  
COO and Principal

## Table of Contents

	Page
<b>Organization Chart</b> .....	<b>1</b>
<b>Company Information</b> .....	<b>2</b>
<b>Methodology and Approach</b> .....	<b>3</b>
Project Understanding .....	3
Project Approach.....	4
Scope of Services .....	5
Project Schedule.....	21
<b>Cost</b> .....	<b>21</b>
<b>Personnel</b> .....	<b>24</b>
<b>Qualifications</b> .....	<b>26</b>
<b>Transit Development Plan Projects and Client References</b> .....	<b>27</b>
<b>References</b> .....	<b>35</b>

## Appendices

**Appendix A: Required Forms**

**Appendix B: Resumes**

## Table of Figures

	Page
Figure 1: Organization Chart .....	1
Figure 2: Example Activity by Stop Graphic .....	11
Figure 3: Example Scorecard Output .....	13
Figure 4: Service Scenario Components and Inputs .....	16
Figure 5: Pittsburg Service Scenario .....	16
Figure 6: Example of Implementation Program.....	20
Figure 7: Project Schedule.....	22
Figure 8: Project Budget .....	23
Figure 9: Nelson\Nygaard Transit Projects.....	26

# 2014 Transit Development Plan Major Update Proposal



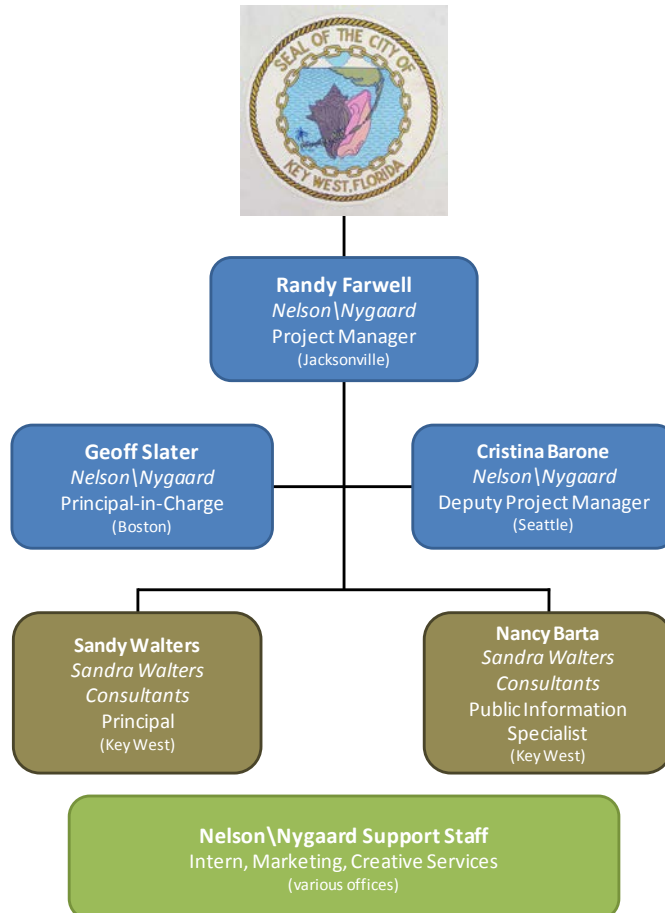
Submitted by  
**Nelson\Nygaard Consulting Associates**  
4349 San Jose Blvd, Jacksonville, FL 32207  
904-999-3949 FAX 415-284-1554

**CONTACT:** Randy Farwell **TITLE:** Principal  
**EMAIL:** rfarwell@nelsonnygaard.com

## ORGANIZATION CHART

The proposed staffing structure for this project, including team members, areas of responsibility, and location of personnel, is depicted in the organization chart in Figure 1 below.

Figure 1: Organization Chart





# COMPANY INFORMATION

## Nelson\Nygaard Consulting Associates, Inc.



Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 100-person, full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Nelson\Nygaard specializes in:



### TRANSIT SYSTEMS

Feasibility and fare studies, corridor studies, new services and facilities, redesign services for bus rapid transit, streetcar, rail, bus, and ferry



### MULTIMODAL NETWORKS

Complete streets, downtown and regional mobility, transit-oriented development, transportation demand management, healthy communities



### PARATRANSIT AND MOBILITY MANAGEMENT

Human services coordination, paratransit and rural transportation plans, mobility manager training, accessibility evaluations



### CAMPUS ACCESS

Commute and trip reduction, employee and student incentives, marketing campaigns, financial analyses for universities, tech companies, and hospitals



### WALKING AND BICYCLING

Facilities and network design, bike sharing, safe routes to school and transit, calmed streets, walk audits



### TAXI AND ON-DEMAND SERVICES

Regulations, entry control, rate setting for taxi, livery, peer-to-peer, and private-for-hire



### PARKING MANAGEMENT

Regulations, pricing strategies, shared parking, governance, technology selection, travel demand management



### TRAFFIC ANALYSIS

Road diets and traffic calming, traffic impact simulation, trip reduction, greenhouse gas analysis, climate action plans

Recognized for projects around the world, Nelson\Nygaard has received awards and honors from professional organizations and government agencies including the American Planning Association, the Federal Transit Administration, the Association of Environmental Professionals, the American Society of Landscape Architects, the Congress for the New Urbanism, and the Canadian Institute of Planners.

## Sandra Walters Consultants, Inc.

Sandra Walters Consultants, Inc. (SWC) provides services in all areas of ecological and environmental consulting and land use and public facilities planning and permitting, including habitat assessments, wetland permitting and mitigation design, environmental impact statements, compliance monitoring, development agreements, and submerged land leases.



SWC has extensive experience working with agencies to develop project designs that minimize impacts and meet permitting requirements, and to bring clients into compliance with regulatory standards. The firm has conducted data collection and analysis and has written environmental and planning sections of NEPA documents for FDOT, the FAA, the South Florida Water Management District, and U.S. Army Corps of Engineers, while also providing construction environmental compliance monitoring services.

SWC is certified as a disadvantaged business enterprise (DBE) with the State of Florida, South Florida Water Management District (SBE), Florida Department of Transportation, Broward (also CBE), Dade (also SBE), Lee and Collier counties, and a woman-owned small business (WOSB) with the US government.

Important for this project is that SWC specializes in coordinating communications, including public information and involvement programs and is fully acquainted with all NEPA and FDOT outreach requirements. SWC can provide plan development; community outreach and consensus building using various tools such as workshops, seminars, and public meetings; and preparation and placement of advertisements. The firm has full multimedia capabilities for production of public presentations, websites, newsletters, news releases, and all support documents.

# METHODOLOGY AND APPROACH

## PROJECT UNDERSTANDING

Key West's unique demographics and local industry present specific needs with regard to transportation. Reliable transportation connections are critical to serving the large service industry, tourist population, and military presence in the area. Effective public transportation can also assist local resident needs, reduce traffic congestion, and provide basic levels of access to city services. The FY 2014 TDP Major Update provides an excellent opportunity for KWT to review existing services and determine the best ways to serve the local population in the next 10 years.

Nelson\Nygaard specializes in this type of effort and has an unmatched record of using existing resources to provide better service to more people, including existing riders, as well as using the savings and any available additional resources to provide even better service and attract new riders. For example:

- In Charlottesville, VA, changes that are now being implemented will increase ridership by 6% with a less than 1% increase in operating costs.
- In Huntsville, AL, ridership increased by 19% with no increase in hours of service.

- In Springfield, IL, ridership increased by 14% through reducing service duplication and transfers, providing more direct service to where people want to go, simplifying service by making fewer deviations, and shifting service to major streets.
- In Mankato, MN, service changes coupled with implementation of a UPass agreement with the local university increased ridership by over 50% with no increase in operating costs.
- In Kansas City, ridership increased by 5% in spite of a 2% reduction in operating costs.

At their core, transit agencies strive to provide the best service possible to their community. Nelson\Nygaard has been fortunate to have the opportunity to work in a variety of operating environments throughout the United States and we will leverage that knowledge to bring keen insights to KWT's service area. Our extensive experience conducting transit planning efforts for agencies similar in size to KWT makes us uniquely suited to answer questions about the proper extent of the service area, optimal route frequency and service span, peak and off-peak performance, and the location and potential feasibility of transfer locations. We also have a wealth of experience working in communities with unique trip generators, such as Naval Air Station Key West.

For KWT to meet as many of the local transit demands as possible, it will need to provide all services—both existing and new—as effectively as possible. As we have done in other areas throughout the country, we can determine ways for KWT to provide its existing services more cost-effectively and use the savings and future resources to expand service to new markets. For example, we will examine KWT's circulators and determine if a different service type would serve passengers better than the existing route structuring. We know that resources are both valuable and scarce and we will help KWT evaluate all variables to create the best system possible.

The methods we will use to achieve these goals are included in proposed approach that follows. We will use our wealth of experience and innovation in service delivery to create a plan that improves local and regional connectivity to best meet the needs of the community. At Nelson\Nygaard, transit planning is not only our specialty—it is also our passion.

## PROJECT APPROACH

Nelson\Nygaard Consulting Associates specializes in transit redesign studies and have produced many of the most successful and transformative service redesigns in the country. Three key elements of our approach to these types of projects are that they are comprehensive, collaborative, and creative:

- **Comprehensive:** We identify needs and opportunities through a multi-phased approach that includes market analyses, stakeholder interviews, surveys, trade-offs exercises, and other efforts. We also evaluate existing services in a manner that clearly and concisely illustrates strengths and weaknesses. In addition, and just as important, KWT staff will also gain a much a greater understanding of how well the system performs. With that foundation, we can then work together collaboratively to develop creative solutions.
- **Collaborative:** The Nelson\Nygaard team brings extensive national experience to this project. However, it is essential that our national experience be blended with local conditions, needs, and desires. There are also a number of constraints, both financial and political, that transit systems must work within. We take great pride in developing plans that achieve full local support and that are implementable. We do this by working in close



collaboration with client staff from beginning to end, ensuring that by the end of every project, all recommendations have their full support.

- **Creative:** Transit services can be provided in many ways, but to work best, the right services must be matched with different market demands. As we write this proposal, we don't know what the best approaches for KWT will be, but we do know that different approaches will be appropriate in different parts of the KWT's service area. We typically develop scenarios that consist of a variety of service approaches. Recommendations are then developed that blend the best elements of each scenario, based on the analysis results and stakeholder input.

We also use a "core team" approach, in which different members of our team work in close collaboration, as a group of experts working together can better address both systemwide and area-based approaches. The plan will not only benefit from the pooled expertise of the core team, but also enriched by the core team interactions, including interactions with KWT staff.

## SCOPE OF SERVICES

Our approach to this project is based on the work requested in the RFP, but with some reorientation of scope items to produce a stronger process and stronger results. A summary of our proposed approach is provided below and detailed in the following sections.

1. Kick-off project
2. Review base line materials to ensure that proposed changes reflect market demands
3. Evaluate existing services, in a detailed and comprehensive manner for all routes, and identify opportunities for improved operations
4. Develop and evaluate potential changes through the use of scenarios that combine inter-related changes, and develop recommendations that combine the best components of the scenarios
5. Produce draft and final reports

### TASK 1 PUBLIC INVOLVEMENT AND OUTREACH

Nelson\Nygaard has conducted numerous transit plans in communities similar to Key West and the Lower Keys. At the same time, we recognize that the KWT service area presents its own unique opportunities and challenges. Our confidence in a successful process and outcome is built around effective and efficient project management and extensive transit planning expertise.

#### 1.1 *Kickoff Meeting/Refine Project Plan*

At the very beginning of the study, Nelson\Nygaard will schedule a kickoff meeting with KWT staff and relevant stakeholders assigned to participate and manage this project. This meeting serves several purposes:

- Personally meet project staff and stakeholders
- Discuss the project, including objectives, priorities, expectations, specific issues and sensitivities, as well as potential challenges and opportunities
- Discuss goals for the transit system and for mobility services
- Refine the project schedule and approach to best meet the needs of KWT

- Discuss the public outreach projects, methods, and schedules
- Identify and obtain available data relevant to the overall project (service information, financial data, demographic and market data, and relevant previous studies)

Nelson\Nygaard recommends setting up regularly scheduled conference calls with KWT staff. In past projects, we have found these regularly scheduled meetings can be one of the most effective ways to maintain a constant dialogue, preempt problems, and keep the project on task. Our project manager will participate in each call and bring in additional staff, depending on the work in progress.

In addition to regularly scheduled conference calls with KWT staff, the consultant team will meet internally on a regular basis. We will use these internal calls and meetings similarly to those with KWT staff to review progress, ensure resources are properly deployed, and identify any challenges. We will prepare monthly progress reports that include status updates on progress to date, upcoming efforts, and project spending overall and by individual firm. The progress reports will be submitted together with invoices.

### *1.2 Field Review*

As part of the project kickoff, we propose to spend time in the field with KWT staff to ride the routes and become familiar with KWT's service area in terms of population, employment, socio-economic characteristics, major corridors, and the location of major activity centers. We would do this through a combination of driving the service area and riding buses to determine relevant service issues within each area and begin to identify opportunities. In addition to the field review, we will also use Google Maps and Google Earth to provide supplementary information about KWT's operating conditions.

### *1.3 Public Involvement Plan*

Community involvement begins with a sincere desire to communicate with the public and to better understand their perceptions and attitudes with respect to this project. People respond well when they are given accurate information and when all the parameters that affect final decisions are explained. In general, the objectives of a public involvement program may include one or more of the following:

- Learn about peoples' perceptions and knowledge about the project
- Educate the public about possible alternatives and describe where choices are to be made
- Obtain reactions to possible alternatives
- Measure changing levels of awareness and acceptance
- Identify elements that will make a project more acceptable to the public

As specialists in public transportation, Nelson\Nygaard has developed tailored techniques for conducting effective public and stakeholder outreach for short and long-range transit plans. At the heart of our approach is the concept of resource limitation and the importance of value/tradeoff. Transit service is an expensive product to provide, and agencies face challenging tradeoffs about how to allocate limited dollars. As part of the public involvement, we conduct public meetings, an on-board survey, operator interviews, and stakeholder interviews. Through these activities we stress the real tradeoffs inherent in designing and operating a bus system.

Early in the project, the consultant team will develop a public involvement plan for review by KWT and FDOT staff to ensure compliance with Florida TDP requirements.

#### **1.4            *Public Meeting***

The consultant team will hold an initial public meeting with the general public and stakeholder groups, including business, neighborhood, employee, or other groups that have expressed a particular interest in the project. The public meeting can provide a forum for the public and stakeholders to understand the goals and objectives of the TDP, meet the consultant team, and provide an outlet for participants to identify existing issues, needs, and priorities. The consultant team will ensure that sufficient notice is provided for the meeting. Comments will be summarized and utilized to generate the final recommendations.

#### **1.5            *On-Board Survey***

An on-board survey analysis will help KWT understand how often riders use public transit services, why they ride, and barriers to riding more often. The consultant team will work with KWT staff to develop a concise survey instrument and determine the on-board survey approach to best suit budget, operational concerns, and the objective of getting valid and reliable data. Potential options for this task include an operator-administered survey, intercept surveys, or a surveyor-administered survey. Nelson\Nygaard has extensive experience developing sampling plans and will ensure that the chosen effort will yield data that is useful for developing TDP recommendations.

#### **1.6            *Operator Interviews***

KWT staff is intimately aware of the challenges and opportunities facing the system each day. The Nelson\Nygaard team will conduct interviews with operations staff as part of this task. This will be a key element of our work to determine needs and opportunities.

To solicit feedback about current operations and identify transportation needs and potential scheduling efficiencies, input from operators and supervisors will be gathered and analyzed via individual interviews or an informal operator workshop. We will be particularly interested in tapping their understanding of customer service needs and gathering their ideas for enhanced services based upon everyday observations and interactions with riders. Operators and supervisors can also provide feedback on schedule improvements and identify operational issues affecting service delivery.

#### **1.7            *Stakeholder Interviews***

In all areas, there is a wide variety of viewpoints on how and where transit should be provided. To be successful, it will be critical to identify stakeholder opinions and key issues at the outset, openly address those issues throughout the project, and to work to find common ground.

To determine these issues at the outset, the Nelson\Nygaard team will conduct stakeholder interviews with individuals and groups that have a stake in KWT service. We will work with KWT staff to identify specific individuals and groups, and we anticipate that stakeholders could include city and elected officials, major employers and business leaders, workforce boards, social service agency directors, military and veterans groups, or advocate groups.

To encourage participants to speak frankly, our typical approach is to provide interviewees with confidentiality and do so by presenting results in a manner that comments are not attributed. We also conduct these interviews as “structured conversations” in which we start with specific topics, and then discuss those topics at the level of detail that the stakeholder desires (rather than a

stricter question and answer format). In previous projects, this approach has been particularly effective in quickly and accurately identifying major issues.

We propose to conduct the interviews individually and with small groups who represent similar interests, as applicable. Results of the stakeholder meetings will be compiled into a public involvement report that will summarize the results. The outcome of this task will be a very clear understanding by KWT of how it is perceived by its stakeholders, major concerns and issues, and desired transit service outcomes.

**Deliverable:** Revised Project Work Scope and Schedule  
Public Involvement Plan  
Public Involvement Summary Report

## TASK 2 PERFORMANCE AND SITUATIONAL APPRAISAL

### 2.1 *Relationship to Other Plans*

Nelson\Nygaard will work with KWT staff to collect and review existing data relevant to the TDP. This task is presented as Task 6 in the RFP, and we choose to include it instead as part of Task 2 to help inform the Situational Appraisal. We will include an analysis of the feasibility and potential impacts of any pending or proposed transit plans and projects that have been set by Key West, Monroe County, and others.

The document and historical review task shall include, but need not be limited to:

- Historical transit and transportation plans
- Comprehensive plans
- Florida Transportation Plan
- Historical ridership data
- Operating budgets
- Projected population and employment growth
- Major activity centers
- Route and schedule documentation
- Recent service changes
- Service agreements with operations contractor
- Service intergovernmental agreements or MOUs

As part of this task we will review all plans and surveys performed during the past five years by the city and county to determine current implementation status of each planning effort. The plan review will provide background on the unmet needs, potential transit markets, and operating conditions relevant to KWT. The final TDP document will discuss the relationship between the TDP alternatives and the local plans evaluated in this task (Task 6 in the RFP).

### 2.2 *Demographic Demand Analysis*

Understanding existing and future markets for transit is a fundamental part of developing a TDP. Using demographic data, we will examine the service area and the outlying communities to determine the potential and propensity for transit ridership. Demographic information will be

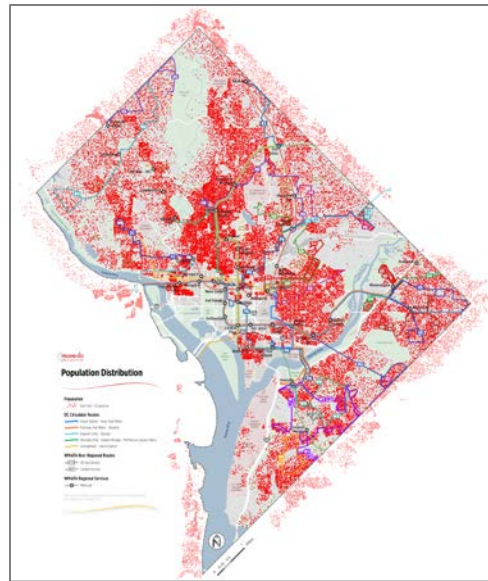
portrayed in GIS-based maps depicting the spatial distribution of populations having similar demographic characteristics. The Nelson\Nygaard team will overlay existing routes over these maps to compare how KWT currently provides service with respect to transit demand. From these comparisons, we will assess where transit market opportunities exist but are not served or underserved.

**Demographic Characteristics:** Certain populations—seniors, young teenagers, persons from low-income households, immigrants from places where transit is commonly used, people with disabilities, and certain minority groups—tend to use transit to a greater extent than other groups. We will determine the size of these populations within each Census block group in the service area.

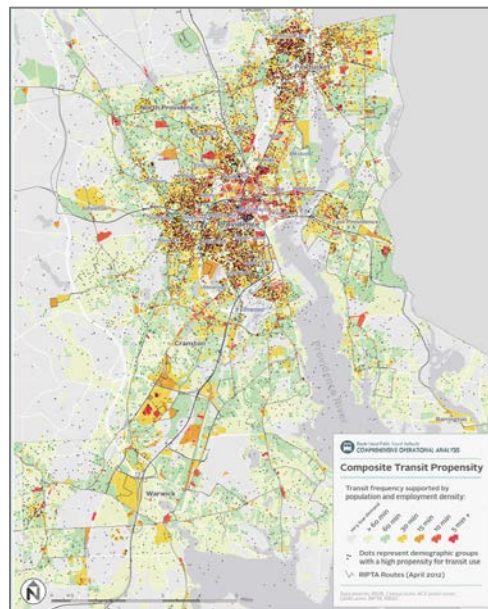
**Population and Employment Densities:** Of all of the factors that impact the demand for transit, the most important is that sufficient numbers of people must live and work in close proximity to service. Since most people walk to or from transit for at least one end of their trip, the starting data points for determining whether or not there will be sufficient demand are population and employment densities. A large number of studies have shown that there is a strong correlation between population and employment densities and the demand for transit. In densely developed areas, there will be large numbers of residents and employees who will be able to easily access transit service. In less densely developed areas, fewer people will be able to easily use the service and overall demand will be lower.

**Land Use and Major Activity Centers:** A large proportion of transit trips are typically to and from activity centers such as downtown areas, office parks, shopping centers, and hospitals. Through the use of existing documents and the collective knowledge of KWT staff and the consulting team, we will identify and map these locations to describe the highest trip originators, the most attractive destinations, and general land use conditions in the service area.

**Transit Propensity:** To know where transit services are likely to be successful, it is crucial to examine not only where populations that exhibit high levels of transit use reside, but also to examine where clusters of likely transit rider groups occur, and the size of each cluster. For this reason, we will use these demographic data in combination to develop a “transit propensity index” indicating the relative demand for transit in the KWT service area. This index will illustrate which areas have the greatest need for transit, and will identify neighborhoods with populations for which environmental justice and Title VI considerations should be assessed.



Washington, D.C. Population Density



Providence Transit Propensity



### 2.3 Route Profiles

Another factor that sets apart our work is that we conduct a much more in-depth evaluation of existing services than other firms. We do this because to determine how to improve service, we need to fully understand the strengths and weaknesses of all existing services. In addition, we also find that no matter how well transit staff understand their own systems, this work always provides them with an even greater understanding. With that foundation, we can work together to develop more effective service improvements than would otherwise be possible.

Consistent with this approach, we propose to produce comprehensive route profiles that will provide an in-depth evaluation of KWT's six routes. Nelson\Nygaard will evaluate each of the existing transit routes using trip and stop-level ridership data. Our service evaluation will focus on the service design, operating characteristics, and performance of each route and route segment. For each route, we will produce a route evaluation document that will present:

- A description of the route
- A route map
- A description of the route's alignment and service patterns
- Service span (hours of operation)
- Service frequencies by time of day
- Ridership characteristics (by stop, direction, and time of day)
- Performance characteristics (passengers per hour, passengers per mile, average speed, etc.)
- An overall assessment of the strengths and weaknesses of the route

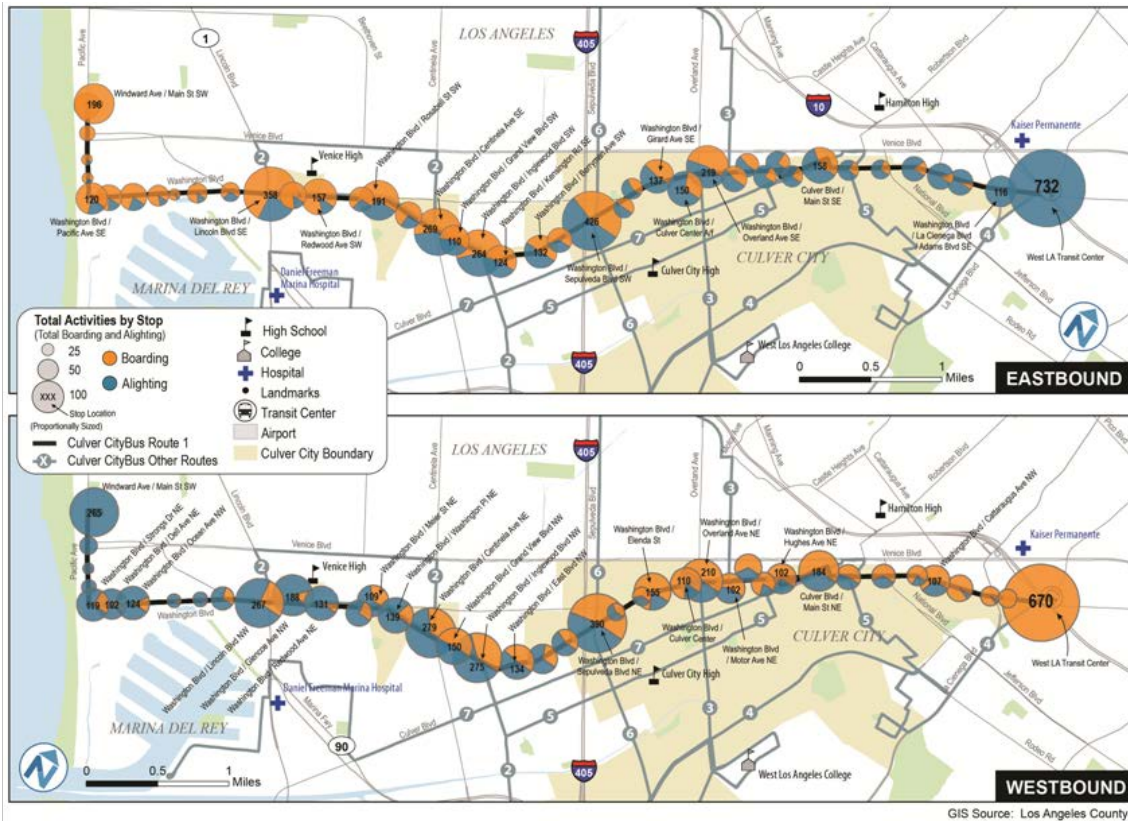


Route Profile

**2014 Transit Development Plan Major Update Proposal**  
 City of Key West Transit Department

We will develop a number of graphical formats to portray route-level data in a manner that transmits a great deal of information about the ridership activity along a route and the manner in which ridership patterns may suggest significant service improvements (see Figure 2 below).

Figure 2: Example Activity by Stop Graphic



As an example, the graphs to the right depict the scheduled and actual running time between two specific scheduled time points on the University of Florida campus for each southbound daily trip operated by Regional Transit System (RTS) Route 9. The red line describes the scheduled running time within this segment for each scheduled trip while the purple line describes the actual operating experience recorded throughout the service day. In this graphic, purple lines above the red line represent running times in excess of scheduled running times (some morning and most afternoon trips), while purple lines below the red line represent trips operating faster than scheduled through this route segment.

This graph demonstrates that the poorest on-time performance occurs during late morning hours but that the route operates significantly late a large proportion of the time. In fact, it was recommended that several RTS routes operating on-campus at the University of Florida, including Route 9, be given additional scheduled running time in order to improve on-time performance.

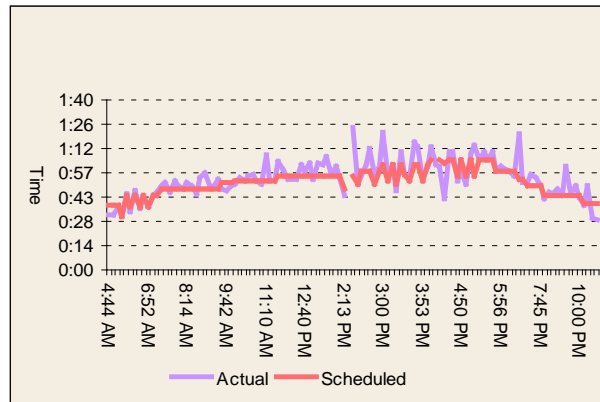
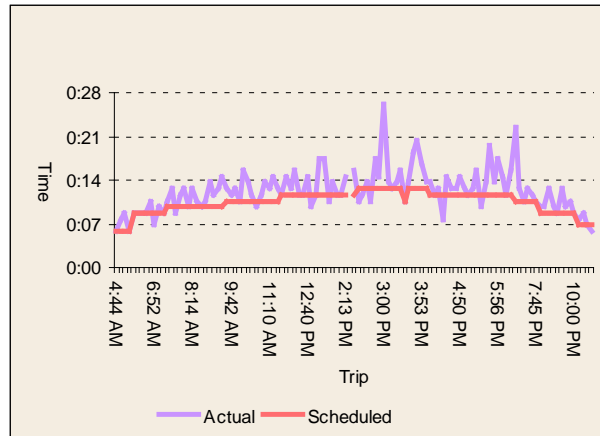



Figure 3 on the following page illustrates additional scorecard outputs that assist Nelson\Nygaard staff with evaluating current route performance and devising recommendations based on quantitative measures.

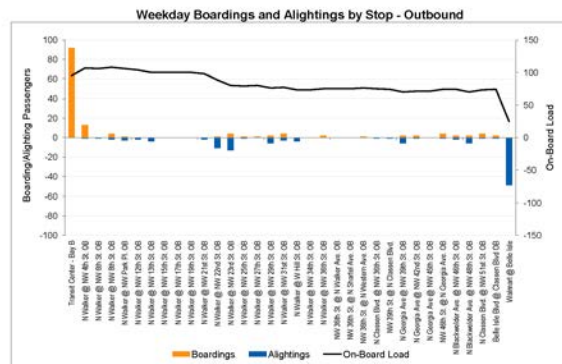
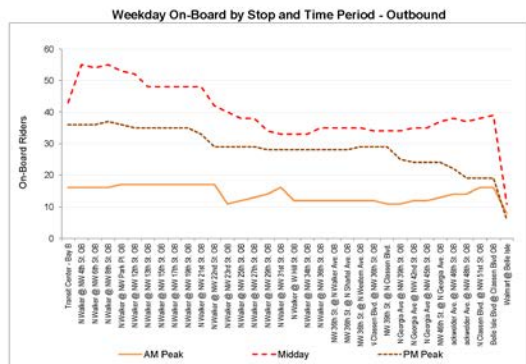
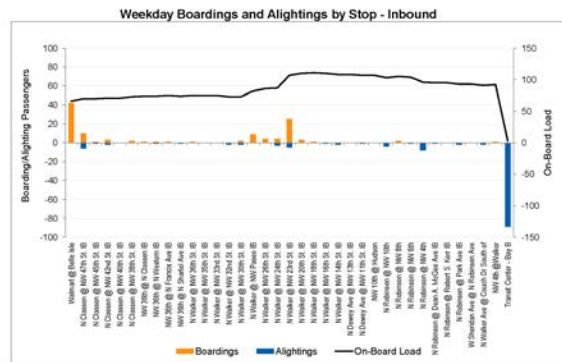
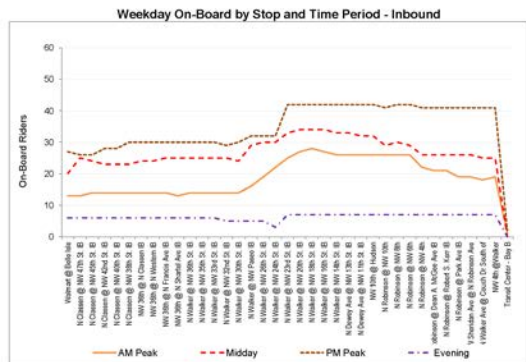
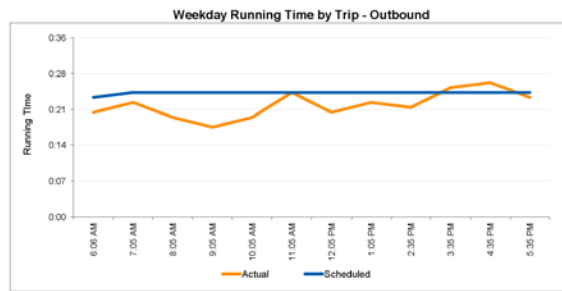
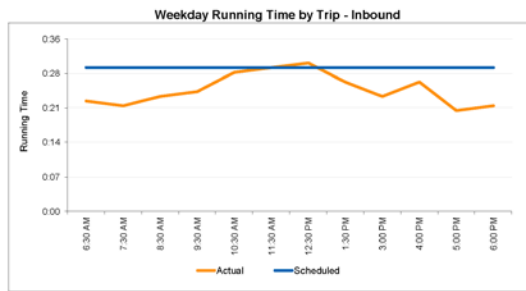
Importantly, each route evaluation will conclude with a listing of potential changes to improve service and/or productivity, both on its own and in the context of the overall system. This initial list of potential changes will provide the basis for the development of alternative service scenarios.

Finally, the route evaluations will be written in a manner that all stakeholders can clearly understand. As a result, the route evaluations will provide transparent information that supports the final recommendations.

## 2014 Transit Development Plan Major Update Proposal City of Key West Transit Department

Figure 3: Example Scorecard Output

Route 4 Weekday	Route Productivity Summary				Route Operations Summary			
	Activity	Service	Utilization	Productivity	On-Time Performance		On-Board Load	
	Boardings	Service Hours	Average Trip Length	Boardings per Service Hour	% On-Time	Max Passengers On Board	Max Load Location	Direction
	Alightings	Revenue Miles	Passenger Miles	Boardings per Revenue Mile	% Early			
					% Late			
<b>Total</b>	257	11.0		23.4	78%	111	N Walker @ NW 18th St. IB &	I
Inbound	113	6.0		18.8	75%	111	N Walker @ NW 18th St. IB &	I
Outbound	144	5.0		28.9	81%	108	N Walker @ NW 8th St. OB &	O
<b>By Segment</b>								
1 Walmart @ Belle Isle & 0 to N Walker @ NW 23rd St. IB & 0	114	114	5.6	20.4	75%	21%	4%	
2 N Walker @ NW 23rd St. IB & 0 to Transit Center - Bay B & 0	143	142	5.4	26.6	67%	33%		
<b>By Time Period</b>								
AM	57	57	2.7	20.9			28 N Walker @ NW 18th St. IB &	I
Middy	105	102	5.0	21.0			55 N Walker @ NW 4th St. OB &	O
PM	87	86	2.8	31.6			42 N Walker @ NW 23rd St. IB &	I
Eve	8	11	0.5	16.0			7 N Walker @ NW 23rd St. IB &	I



#### **2.4**            *Trend Analysis*

Nelson\Nygaard will produce summary data for KWT's system that presents basic service and performance information. Performance measures used to recommend service improvements will include riders per revenue mile, riders per revenue hour, riders per trip, cost per revenue mile, cost per revenue hour, cost per revenue vehicle, operating costs, on-time performance, and others developed as part of this effort.

#### **2.5**            *Peer Review*

Working with KWT staff, our team will identify peers and conduct a review of comparable agencies to gather information about system performance. The criteria for identifying the "right" peers will include operating environment, budget, number of vehicles in the fleet, service type, etc. We will perform the peer review using 2012 National Transit Database (NTD) data.

#### **2.6**            *Estimate Demand for Transit Service*

This task includes producing projections of future-year transit demand if service hours and routing remain the same given regional population, aging, economic, and highway traffic forecasts. As part of this task, Nelson\Nygaard proposes using the Transit Boardings Estimation and Simulation Tool (TBEST) model to create a ten-year projection of transit ridership for KWT.

#### **2.7**            *Technology Analysis*

Technology investments could improve the transit experience for KWT customers, and well as provide for more efficient and effective internal processes. As part of this task, we will evaluate current and available transit technology and develop a set of transit technology recommendations that are feasible for KWT.

#### **2.8**            *Farebox Recovery Analysis*

We will determine the current farebox recovery ratio for KWT as well as conducting an analysis of prior-year fare studies and fare increases. This task will also discuss strategies that currently impact the farebox recovery ratio as well as recommendations for improving the ratio in the future.

#### **2.9**            *Produce "State of the System" Technical Memorandum*

At the end of Task 2, the Nelson\Nygaard team will produce a "State of the System" technical memorandum that provides a summary of:

1. KWT's services
2. Market demand
3. Route and system performance
4. Peer and trend analysis
5. Service issues and opportunities

This report will be produced in a manner that will be understandable by both policy makers and stakeholders, and will set the stage for the development and evaluation of service improvement opportunities. Information gathered during the public involvement phase will also be included.

**Deliverable:**     "State of the System" Technical Memorandum



### TASK 3 PROVIDER'S MISSION AND GOALS

#### 3.1 *Evaluate Vision, Mission, Goals, and Objectives*

The development of goals and objectives can provide a framework for the development of the recommendations of this study and will tie in to the final development plan. The use of service guidelines and a comprehensive and systematic evaluation process will develop an objective and broad set of goals that can help address immediate changes and also serve as guidance for future service modification decisions. Taking into consideration the results of Task 2, we will evaluate KWT's existing vision, mission, goals, and objectives and work with agency staff to update and modify these items as needed.

**Deliverable:** Updated Mission and Goals (to be included in Draft and Final TDP)

### TASK 4 DEVELOP AND EVALUATE ALTERNATIVE COURSES OF ACTION

This task will build on all of the preceding data collection and analysis to identify service and policy options that are designed to improve the efficiency, effectiveness, and productivity of KWT operations to address many of the identified unmet transportation needs and to form the foundation for an improved system. Our mission is to find ways to serve more folks within the existing budget.

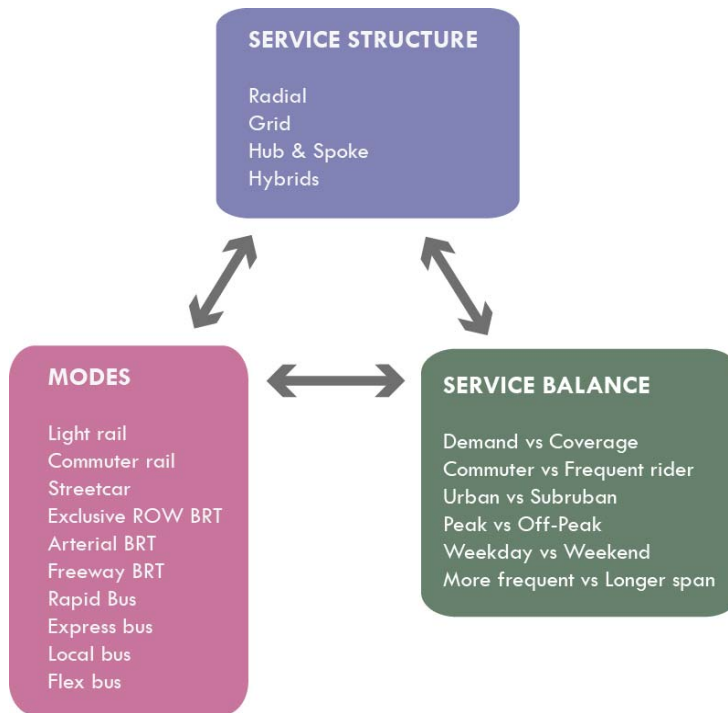
#### 4.1 *Examine Financial Alternatives*

Understanding that transit systems across the country are under financial pressure at this time, this list will be developed based on project team knowledge and research of current state and federal funding programs and challenges and opportunities in obtaining these funds. Nelson\Nygaard will provide specific details of these funding sources and project team staff will work in concert with the City of Key West to understand the level of financial investment that is likely to be provided to help locally fund KWT improvements. In particular, we examine existing sources, sources enabled in Florida but not used by KWT, and sources used in other states. For each we identify revenue generation and stability, legal requirements, administrative requirements, and political acceptability. From this, we will provide KWT with a set of feasible funding alternatives for consideration.

#### 4.2 *Determine Transit Alternatives*

Transit can be provided in many ways, but for it to be most effective, different modes and services must be matched to the correct markets. Appropriate balances must also be developed between demand and coverage-based services, between commuter and frequent traveler services, and other factors such as serving tourist populations. In many respects, the development of an effective transit system is a puzzle, with the pieces consisting of (1) an underlying service structure, (2) different modes and services, and (3) service priorities (see Figure 4 below). Furthermore, because of these interactions, potential changes cannot be developed simply on a route-by-route basis, they must also consider how routes interact.

Figure 4: Service Scenario Components and Inputs




To determine the best way to both improve individual services but also to fit them together, we propose to develop and vet different service scenarios that will represent different approaches. Each scenario will build upon the work conducted in Task 2, and the Nelson\Nygaard team will work closely with KWT staff to develop alternative service scenarios.

For this study, we propose to develop different service scenarios (see Figure 5 below).



Figure 5: Pittsburg Service Scenario

## Service Improvement Concepts



*Developed three concepts that represent different types of improvements:*

- 1. Better Radial**
  - Maintains focus on providing most riders with direct radial service to Downtown and Oakland.
- 2. Better Radial PLUS**
  - Maintains focus on providing most riders with direct radial service to Downtown and Oakland.
  - Adds major new transit initiatives (Rapid Bus, Transit Priority Corridors, transit centers, others).
- 3. Grid**
  - Would provide radial service to Downtown and Oakland in major corridors, but not secondary corridors.
  - Would convert most radial routes to feeders to major corridor services (with trade-off of transfers for more frequent service).

Each scenario would include changes, such as:

- **Different service structures** to better serve existing areas and new areas. KWT's current structure is largely radial, but with some grid elements. Alternative scenarios could further emphasize the radial structure, shift to a more grid-like structure and/or introduce hub and spoke elements in outlying areas.
- **Route re-alignments** to provide more effective, efficient, and attractive service—for example, more direct routing to serve activity centers or incorporate flexroutes.
- **Changes to service frequencies** to reflect the service guidelines, match service levels with demand, and facilitate connections. While KWT has used additional revenue to improve service frequencies, many routes still operate too infrequently to attract large numbers of discretionary riders.
- **Revised spans of service** to reflect the new service guidelines and better reflect demand.
- **Service to new areas** identified as transit-supportive in the market analysis.
- **Improved service coordination and timed transfers** to facilitate transfers by reducing passenger wait times. In the case of less frequent service, convenient connections are particularly important.

We will package the different scenarios in formats that are easy to understand using maps, written descriptions, and illustrations, but at the same time we will describe the critical elements of each transit package, including specific projects, services, and expected benefits and costs.

Finally, it should be noted that the scenarios will be developed to represent different combinations of approaches, rather than entire packages that would need to be selected as a whole. Instead, the purpose would be to determine which individual projects, or combinations of projects in each scenario would generate the highest levels of support, and then to subsequently combine the best elements of each scenario into the final recommendations.

Once service scenarios have been developed, we will evaluate the individual components on their technical merits, and vet them with stakeholders. The technical analysis will include:

- **Ridership:** Providing more compelling service to attract more riders will be a major focus of our effort. To ensure that changes will be effective, Nelson\Nygaard will forecast demand on a route-by-route and service-by-service basis using a variety of techniques.
  - For existing services, we will use pivot-point techniques, in which future ridership levels "pivot" off the existing ridership levels, based on changes in service characteristics (for example, size of the market, service frequency, service span, etc.).
  - To forecast demand for new fixed-route and Flexroute services, we will use analog methods in which we will develop relationships between service characteristics, market characteristics, and ridership levels on existing routes, and then, with certain adjustments (for example, differences in service quality and service type), use these relationships to forecast demand for new routes.
  - For entirely new programs or services, ridership forecasts will be developed based on the observed impacts of similar changes in other regions, market research, and assessments as to the degree of improvement to the new services or programs.
- **Annual Operating Costs and Fare Revenue:** For fixed-route services, Nelson\Nygaard will estimate annual operating costs on an incremental basis on a vehicle hour basis. To the extent that some changes could impact administrative costs, an add-on

for additional administrative costs may also be included. Operating costs will be determined on a route-by-route basis.

- **Fare revenue:** Estimated based on projected ridership and existing fare levels and/or proposed changes to fare levels and structure.
- **Service Frequencies and Vehicle Requirements:** We will develop frequency levels for proposed new services based on projected ridership levels and vehicle type. Service frequencies would be based on the service guidelines developed in Task 6.
- **Capital Costs:** We will identify conceptual capital cost estimates for equipment and facilities associated with proposed changes.
- **Paratransit Service:** We will determine the impacts on changes in general public service coverage on complementary paratransit coverage. We will consider blending paratransit and flexroutes to serve ambulatory paratransit clients more cost-effectively.
- **Productivity Measures:** For each service option, we will develop key productivity measures, such as cost per passenger, net cost per passenger, passengers per vehicle service hour, and passengers per trip.
- **Other:** For the overall scenarios, and as appropriate for individual options, we will also assess impacts related to Environmental Justice, service to major activity centers, and other qualitative factors.

#### 4.3 *Cost Neutral System Improvements*

Following the evaluation of the service improvement alternatives, the Nelson\Nygaard team will develop service recommendations. In doing so, we will weigh the relative ridership, costs, and other impacts against each other to determine which would be the most beneficial. The productivity measures described above will be key factors in this process, as will KWT's direction regarding resource level assumptions for the future.

We propose developing these recommendations in close collaboration with KWT staff. Our experience from other projects shows that when client staff members work closely with the consulting team, there are much better opportunities to address operating and other issues, and the resulting recommendations are much stronger. This process also helps to develop buy-in from the staff that will ultimately be responsible for implementing the recommendations. We will also work with KWT to ensure that the recommendations strongly reflect the input received during the stakeholder input process—in Kansas City, we made subsequent revisions to recommendations for more than 30 of 54 routes based on public input.

In this task, we will produce both short-term and 10-year recommendations assuming a cost neutral scenario. The short-term recommendations will consist of changes that KWT can make quickly using existing facilities and equipment. The 10-year recommendations will be those that may expand service, require new facilities and/or additional equipment, or require additional resources and/or more detailed planning but can be implemented in a cost-neutral environment. An example of this is NAIPTA in Flagstaff, AZ where we developed implementable short, medium and long term service plans including the Mountain Link BRT which was implemented as a design-build in 20 months. NAIPTA won the APTA 2013 Transit System of the Year Award.

For the short-term recommendations, once we have developed route-by-route recommendations, we will then compile them into a service plan that will recommend specific changes based on productivity, cost-effectiveness, and public acceptance. The short-term service plan will provide

an overview of the proposed changes, and detailed descriptions of all individual changes. For each proposed change, the service plan will include:

- A description of proposed changes
- The rationale for the change
- Maps of proposed changes
- Projected ridership levels
- Recommended vehicle types
- Proposed service frequencies, by day and time of day
- Scheduled running times
- Proposed layover times
- Vehicle requirements
- Operating costs, projected fare revenue, and net subsidy requirements
- Capital costs

#### 4.4 *System Expansion Improvements*

For the system expansion scenario, we will produce similar information to that described in Task 4.3. Together, the short-term and 10-year recommendations developed in this task will produce changes that will make KWT service much more compelling in the short-term, and even better over the mid- to long-term.

**Deliverable:** Initial Service Alternatives (to be included in Draft and Final TDP)  
Preferred Service Alternatives (to be included in Draft and Final TDP)

## TASK 5 TEN-YEAR IMPLEMENTATION PROGRAM

### 5.1 *Develop Ten-Year Implementation Program*

Based on the service improvement alternative defined in Task 4, we will develop an implementation plan to guide service improvements and developments. This implementation document will help KWT transform its service towards the preferred alternative over the next 10 years. As part of this document, a year-by-year phased approach will be utilized, considering financial constraints among other challenges. In developing this plan, the project team will work with KWT staff to determine annual fiscal constraints with regard to operational funding and/or identify opportunities for new funding. We anticipate that the final recommendation will consist of a comprehensive package of changes designed to address a wide variety of service issues and opportunities. Figure 6 on the following page provides a sample implementation program.



**Figure 6: Example of Implementation Program**

Year	Service	Route	Improvement	Added Buses	Annual Cost
2008	Add Service	All Routes	Eliminate Summer Service Reduction	None	\$103,000
2008	Add Service	Route 2	Improve midday frequency to 30-min.	None	\$68,000
2008	Add Service	New Route	Implement North Reserve Service	1 bus	\$180,000
2008	Add Service	All	Add evening service between 6:15 p.m. and 8:15 p.m.	None	\$160,000
2008	Add Service	New Route	Implement South Missoula Route	2 buses	\$135,000
2008	Add Service	All Routes	Add Sunday Service	None	\$147,000
2008	Add Service	Route 8	Peak Frequency to 30-minutes Extend to N. Reserve area	1 bus	\$180,000
2008	Add Service	New Route	Add Target Range/South Hill Demand Response Route	1 paratransit bus	\$180,000
		Route 9	Delete Route 9 in conjunction with Demand Response	(1 bus)	(\$180,000)
Total				4 buses plus 1 spare	\$973,000

**5.2 Prepare Draft and Final Report**

Our Project Manager will hold a final meeting with KWT staff to present the Draft Final Report. After comments are received from KWT and FDOT, Nelson\Nygaard will prepare a Final Report. The consultant team will prepare a presentation and assist KWT or deliver the presentation to the City Commission on August 19, 2014, depending on staff preference.

**Deliverables:** Initial Ten-Year Implementation Program (to be included in Draft and Final TDP)  
Draft TDP Report  
Final TDP Report and Presentation

**TASK 6 RELATIONSHIP TO OTHER PLANS**

To help facilitate the flow of the TDP document, we chose to integrate Task 6 into Task 2. The Situational Appraisal will be informed by a review of other planning efforts and relationship to other plans. We will develop the TDP in coordination with other planning efforts and programs and view the major update as a guiding document to provide context for sea rise planning, improved access in the Lower Keys, emergency preparedness planning, and evacuation operational plans.

## **PROJECT SCHEDULE**

The project schedule is shown in Figure 7. Tasks and key deliverables serving as project benchmarks are also indicated. Nelson\Nygaard will work with the City of Key West Transit Department at the onset of the project to revise (if necessary) and finalize the schedule.

## **COST**

Following the project schedule is our proposed project budget, represented as Figure 8. Our cost proposal indicated the hours and budget assigned to each task as well as detail for our direct cost assumptions

**2014 Transit Development Plan Major Update Proposal**  
City of Key West Transit Department

Figure 7: Project Schedule

		2014																									
		March				April					May				June				July				August				
Task	Description	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25
<b>1</b>	<b>Public Involvement and Outreach</b>																										
1.1	Kickoff Meeting/Refine Project Plan	M		D																							
1.2	Field Review																										
1.3	Public Involvement Plan				D																						
1.4	Public Meeting						M																				
1.5	On-Board Survey																										
1.6	Operator Interviews																										
1.7	Stakeholder Interviews																										
<b>2</b>	<b>Collection of System Data</b>																										
2.1	Relationship to Other Plans																										
2.2	Demographic Demand Analysis																										
2.3	Route Profiles																										
2.4	Trend Analysis																										
2.5	Peer Review																										
2.6	Estimate Demand for Transit Service																										
2.7	Technology Analysis																										
2.8	Farebox Recovery Analysis																										
2.9	Produce "State of the System" Technical Memorandum									M	D																
<b>3</b>	<b>Provider's Mission and Goals</b>																										
3.1	Evaluate Vision, Mission, Goals, and Objectives											M															
<b>4</b>	<b>Develop and Evaluate Alternative Courses of Action</b>																										
4.1	Examine Financial Alternatives																										
4.2	Determine Transit Alternatives											M															
4.3	Cost Neutral System Improvements																										
4.4	System Expansion Improvements											M															
<b>5</b>	<b>Ten-Year Implementation Program</b>																										
5.1	Develop Ten-Year Implementation Program																										
5.2	Draft and Final Report																										

M = Meeting  
D = Deliverable

**2014 Transit Development Plan Major Update Proposal**  
City of Key West Transit Department

Figure 8: Project Budget

Task Description	NelsonWygaard Labor Costs						Subconsultant Costs						Total Labor Costs
	Farwell PM Principal V	Slater PIC Principal IV	Barone DPM Associate IV	Associate I	Intern	NN Labor Hours	Subconsultant I						
							Walters Principal	Barla Public Information Specialist	Fatica Graphic Artist	Subconsultant I Labor Hours			
Base Rate	65.46	65.46	46.91	28.00	18.18	Cost	\$130.00	\$70.00	\$70.00	Cost			
Overhead (150%)	98.18	98.18	70.37	42.00	27.27								
Profit (10%)	16.36	16.36	11.73	7.00	4.55								
<b>Total Billing Rate</b>	<b>\$180.00</b>	<b>\$180.00</b>	<b>\$129.00</b>	<b>\$77.00</b>	<b>\$50.00</b>								
<b>1 Public Involvement and Outreach</b>													
1.1 Kickoff Meeting/Refine Project Plan	8		8			16	\$2,472	8	8	16	\$1,600	\$4,072	
1.2 Field Review	8		8			16	\$2,472			0	\$0	\$2,472	
1.3 Public Involvement Plan	2		2			4	\$618	6	24	30	\$2,460	\$3,078	
1.4 Public Meeting			2			2	\$258	6	48	2	\$4,280	\$4,538	
1.5 On-Board Survey			4		8	12	\$916	2	18	20	\$1,520	\$2,436	
1.6 Operator Interviews						0	\$0		8	8	\$560	\$560	
1.7 Stakeholder Interviews						0	\$0		8	8	\$560	\$560	
<b>Task Total</b>	<b>18</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>8</b>	<b>50</b>	<b>\$6,736</b>	<b>22</b>	<b>114</b>	<b>2</b>	<b>\$10,980</b>	<b>\$17,716</b>	
<b>2 Collection of System Data</b>													
2.1 Relationship to Other Plans			1	8		9	\$745			0	\$0	\$745	
2.2 Demographic Demand Analysis			1	16	20	37	\$2,361			0	\$0	\$2,361	
2.3 Route Profiles			1	4	8	13	\$837			0	\$0	\$837	
2.4 Trend Analysis				8		8	\$616			0	\$0	\$616	
2.5 Peer Review				8		8	\$616			0	\$0	\$616	
2.6 Estimate Demand for Transit Service			24			24	\$3,096			0	\$0	\$3,096	
2.7 Technology Analysis			2	4		6	\$566			0	\$0	\$566	
2.8 Farebox Recovery Analysis				4		4	\$308			0	\$0	\$308	
2.9 Produce "State of the System" Technical Memorandum	4	2	12	16	32	66	\$5,460	4	12	16	\$1,360	\$6,820	
<b>Task Total</b>	<b>4</b>	<b>2</b>	<b>41</b>	<b>68</b>	<b>60</b>	<b>175</b>	<b>\$14,605</b>	<b>4</b>	<b>12</b>	<b>0</b>	<b>\$1,360</b>	<b>\$15,965</b>	
<b>3 Provider's Mission and Goals</b>													
3.1 Evaluate Vision, Mission, Goals, and Objectives	2		4	8		14	\$1,492			0	\$0	\$1,492	
<b>Task Total</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>14</b>	<b>\$1,492</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$1,492</b>	
<b>4 Develop and Evaluate Alternative Courses of Action</b>													
4.1 Examine Financial Alternatives	4		12			16	\$2,268			0	\$0	\$2,268	
4.2 Determine Transit Alternatives	12	8	16	8		44	\$6,280			0	\$0	\$6,280	
4.3 Cost Neutral System Improvements	8	4	16	8		36	\$4,840			0	\$0	\$4,840	
4.4 System Expansion Improvements	12	4	16	8		40	\$5,560			0	\$0	\$5,560	
<b>Task Total</b>	<b>36</b>	<b>16</b>	<b>60</b>	<b>24</b>	<b>0</b>	<b>136</b>	<b>\$18,948</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$18,948</b>	
<b>5 Ten-Year Implementation Program</b>													
5.1 Develop Ten-Year Implementation Program	8		16	8		32	\$4,120			0	\$0	\$4,120	
5.2 Draft and Final Report	16	2	20	28	32	98	\$9,576			0	\$0	\$9,576	
<b>Task Total</b>	<b>24</b>	<b>2</b>	<b>32</b>	<b>36</b>	<b>32</b>	<b>126</b>	<b>\$13,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$13,180</b>	
<b>PROJECT MANAGEMENT</b>	<b>4</b>		<b>4</b>			<b>8</b>	<b>\$1,236</b>	<b>8</b>	<b>8</b>	<b>16</b>	<b>\$1,600</b>	<b>\$2,836</b>	
<b>TOTAL HOURS</b>	<b>88</b>	<b>20</b>	<b>165</b>	<b>136</b>	<b>100</b>	<b>509</b>		<b>34</b>	<b>134</b>	<b>2</b>	<b>170</b>		
<b>TOTAL COST</b>	<b>\$ 15,840</b>	<b>\$ 3,600</b>	<b>\$ 21,285</b>	<b>\$ 10,472</b>	<b>\$ 5,000</b>		<b>\$ 56,197</b>	<b>\$ 4,420</b>	<b>\$ 9,380</b>	<b>\$ 140</b>	<b>\$ 13,940</b>	<b>\$ 70,137</b>	

Direct Expenses	NN Direct Expenses						Subconsultant I Direct Expenses				Total Direct Expenses	
	Units					#	Cost			#		Cost
<b>Travel</b>												
Air Fare	trips	3		1		4	\$ 1,400			0	0	
Unit Cost	\$ 400	\$ 300	\$ 400	\$ 500	\$ 400	\$ 400		\$ 400	\$ 450	\$ 400		
Hotel	nights	4		3		7	\$ 1,400			0	0	
Unit Cost	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200		\$ 200	\$ 200	\$ 200		
Per Diem	days	4		3		7	\$ 497			0	0	
Unit Cost	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71	\$ 71		\$ 71	\$ 180	\$ 71		
Rental Cars and Gas	days	4				4	\$ 400			0	0	
Unit Cost	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100		\$ 20	\$ 70	\$ 100		
Other Ground Transportation (Mileage, Transit, Parking)	days	4		3		7	\$ 140			0	0	
Unit Cost	\$ 20	\$ 20	\$ 20	\$ 20	\$ 20	\$ 20		\$ 20	\$ 20	\$ 20		
Communication/Postage							\$ 100				\$ 300	
Printing/Reproduction/Supplies							\$ 300				\$ 150	
Meeting Materials							\$ 100				\$ -	
<b>Subtotal - Direct Expenses</b>							<b>\$ 4,337</b>				<b>\$ 450</b>	
<b>Total Cost (Labor + Direct Expenses)</b>							<b>\$ 60,534</b>				<b>\$ 14,390</b>	<b>\$ 74,924</b>

## PERSONNEL



**Randall Farwell, Principal**, will serve as the Project Manager for this effort. Randy has over 26 years experience in transportation and transit planning, operations, and management. His expertise is wide ranging: commuter rail, light rail, Express Bus, BRT, fixed route, and flexible services. He managed many successful studies including TDPs, comprehensive operations analysis, system redesigns, corridor analyses, alternatives analyses, and NEPA documentation (CE, EA, EIS). As Director of Planning at the Central Florida Regional Transportation Authority (LYNX), Randy led a far-reaching COA that redesigned the transit network in preparation for light rail. Randy was technical lead for the Central Florida strategic long-range transit plan (Vision 2030) which produced a prioritized program of near and long-range transit investments. Randy led operations planning and service design on the Clifton Corridor AA and the I-20 AA for MARTA, in St. Louis, Indianapolis, and currently for the US 1 Richmond Highway AA for VDRPT. Randy managed the Mountain Link BRT Design-Build in Flagstaff, completed in 20 months. As Planning Manager at the PRTC, Randy was instrumental in the start-up of the Virginia Railway Express commuter rail and the OmniLink Flexroute – the first ITS enhanced flexroute in the U.S. He redesigned the OmniRide Commuter Bus services into DC and Metrorail and identified a service redesign strategy to better use the HOV network to reduced travel times and service hours, increased ridership, raised fares for OmniRide without increasing the combined OmniRide/Metro cost to riders, and saved PRTC close to 25% of the annual operating budget. He redesigned the transit network and service delivery strategies in Jacksonville in preparation for BRT and to better reflect travel patterns and service demand. Randy provided technical review for the recently completed COA for Charlottesville, VA, and he is the Deputy Project Manager for the Xpress commuter service COA in Atlanta, and is leading TDPs in Mobile, AL, and Tallahassee.



**Geoff Slater, Principal**, will be the Principal-in-Charge for this project, providing strategic advice and direction and overseeing quality control. Geoff is a co-lead of Nelson\Nygaard's transit practice and one of Nelson\Nygaard's most experienced and successful project managers and transit practitioners, playing a lead or leading role in many of the firm's most transformative and successful transit service design projects. Geoff brings over 30 years of experience in the transit industry to Nelson\Nygaard. He has held senior management positions for government agencies and is well-versed in the day-to-day as well as long-range expectations for transit operators and regional planning agencies. Among his prominent recent projects are the restructuring of Port Authority transit service and Pittsburgh and a restructuring of KCATA service in Kansas City. The Port Authority project entailed one of the most comprehensive transit restructuring projects ever in the United States, while the Kansas City project, while less extensive, produced meaningful improvements throughout the system to make service better for existing riders and attract new riders at lower cost. Geoff also developed one of the country's first BRT lines (Boston's Silver Line) and brings international experience from redesigning commuter rail service throughout post-apartheid South Africa.



Prior to his work in the private sector, Geoff served as Director of Planning for the MBTA, the fifth largest transit agency in the United States. In that role, he was responsible for all MBTA planning activities, including strategic planning, service planning, operations planning, and scheduling.



**Cristina Barone, AICP, Associate Project Planner**, will serve as Deputy Project Manager for this project. Cristina joined Nelson\Nygaard after gaining more than four years of transit planning experience in Florida. She is passionate about transit planning and believes strongly in transportation equity. Cristina specializes in transit development planning and has provided TDP assistance to various Florida agencies, including Hillsborough Area Regional Transit (HART), Pinellas Suncoast Transit Authority (PSTA), LeeTran, Votran, Space Coast Area Transit, Collier Area Transit, Broward County Transit, and the South Florida Regional Transportation Authority. Cristina also specializes in premium transit feasibility projects, comprehensive operational analyses, public involvement techniques, and infrastructure planning. She has participated in a wide variety of transit planning projects and has extensive experience with collecting and analyzing demographic data, using National Transit Database data, performing trend and peer analyses, reviewing local and state plans, conducting on-board surveys, and forecasting ridership. She is currently assisting with a strategic plan for Chapel Hill Transit, a statewide transit feasibility assessment for the Ohio Department of Transportation, and a TDP for Mobile, AL.



**Sandra Walters, Project Coordinator**, is the President of Sandra Walters Consultants. Sandra is a seasoned project administrator with 30 years of professional experience in South Florida. She has expertise in design and implementation of public information programs; review and development of comprehensive plans; and environmental assessments, planning, permitting and construction compliance. She has served since 2005 on the South Florida Regional Planning Council, appointed by Governors Bush, Crist, and Scott, and was chair in 2009. Sandra also serves on EPA's Water Quality Steering Committee for the Florida Keys National Marine Sanctuary, and served as a Governor's appointee from 2000 to 2004 on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands.



**Nancy Barta, Public Information Specialist**, is accomplished in the field of interpersonal communications in both English and Spanish. She has lived and worked for many years in the Florida Keys, during which time she has excelled in communications associated primarily with sales. This understanding of people's needs and wants is critical for achieving effective communication resulting in providing a thorough response to public concerns and questions. With SWC, Nancy is assisting in all aspects of communications services for public agency clients, including coordinating with agencies and the public, preparing for and conducting mailings and public meetings, and preparing summaries of public input and outreach efforts.

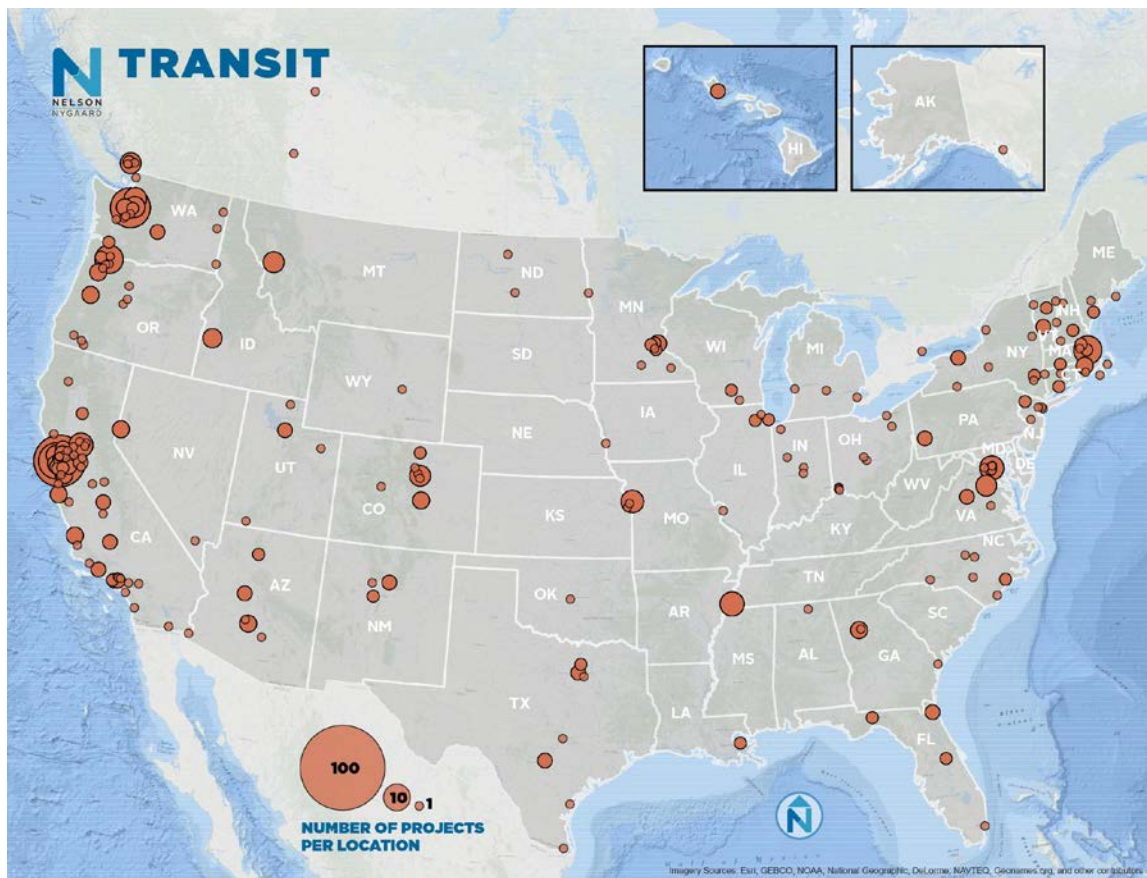
# QUALIFICATIONS

Our transit experts have worked at transit systems and as consultants and we are transit riders ourselves. We understand the constraints that regions and transit systems operate under as well as the expectations of the riding public and other constituents. We pride ourselves on finding common ground between competing priorities to develop plans for significant transit service improvements—plans that are programmable, prioritized, practical and implementable, and that achieve a high level of public support.

Nelson\Nygaard has served hundreds of clients and are proud of our record of positive relationships with clients enjoyed both during and after completion of project engagements. We encourage all prospective clients to contact our current and past clients for references on our work. We currently are engaged in providing transit on-call support for: MARTA; Bay Area Rapid Transit (BART); NYNJPA; FDOT; JTA (Jacksonville); MDT (Miami); GRTA (Atlanta); MRCOG (Albuquerque); others.

The map below, represented in Figure 9, demonstrates Nelson\Nygaard's recent transit experience in the U.S., and the following section highlights relevant project experience.

Figure 9: Nelson\Nygaard Transit Projects



# TRANSIT DEVELOPMENT PLAN PROJECTS AND CLIENT REFERENCES

## CHARLOTTESVILLE AREA TRANSIT STUDY

2012–ONGOING

City of Charlottesville, VA

Contact: John Jones, Director

434-970-3844, [jonesjo@charlottesville.org](mailto:jonesjo@charlottesville.org)

*Nelson\Nygaard Staff: Geoff Slater, Randy Farwell*

The City of Charlottesville, located in central Virginia, is a unique historic community. It is home to the University of Virginia and features a dense downtown commercial area focused on a vibrant pedestrian mall. Charlottesville Area Transit (CAT) is the region's primary provider of fixed-route transit service open to the general public, with 16 fixed-route services.



The system has been adjusted over time to improve operations, but its underlying structure has not been evaluated for many years, and service has been criticized for being circuitous and infrequent. The City desired to determine how services could be improved, and whether an entirely different operating structure could benefit riders and the community.

Nelson\Nygaard was retained to conduct a study to determine how services should be organized to be most effective without greatly increasing the cost to provide the service. The study evaluated the market for transit services and the effectiveness of existing services, while examining opportunities to provide greater service frequency in areas where transit is already successful.

Key improvements include:

- Develop a new transfer hub at the University of Virginia Hospital to improve connections and enhance other key stops
- Provide service consistently throughout the day, using the same route design at all times of day
- Match service levels with demand by time of day and day of week
- Expand service to new areas
- Improve directness, speed service, and improve reliability
- Reduce duplication of service among routes
- Improve frequency where ridership is high

**COMMUNITY SHUTTLE SERVICE DEVELOPMENT**

**2008**

Jacksonville Transportation Authority  
Contact: Liz Peak, Community Transit Coordinator  
904-633-8535, lpeak@jtafla.com  
*Nelson\Nygaard Staff: Randy Farwell*

Nelson\Nygaard staff led a strategic service development effort for the Jacksonville Transportation Authority (JTA) to create a combined general public and paratransit operating center to provide paratransit and general public demand responsive and flexible services in the lower density parts of the JTA service area.



Nelson\Nygaard staff created the Community Shuttle service to replace fixed-route services where appropriate and augment fixed-route services where needed. Community Shuttle service provides localized mobility in neighborhoods and lower density areas where fixed route is not productive. Community Shuttle service provides connections to fixed route services to support regional mobility.

Fixed-route service hours eliminated in low density areas were reinvested to enhance fixed-route service frequencies in areas with higher service demand density. Community Shuttle service is designed to take advantage of automated vehicle location technology and mobile data terminals to provide for real time electronic manifesting. The system was designed to employ a single combined reservation, scheduling, and dispatching process for paratransit and general public riders to better utilize vehicles in advance booking trips and then in real-time on the day of service. Community Shuttle service shifts ambulatory paratransit clients to fixed and flexroutes, thus saving JTA significant O&M costs and better utilizing existing resources.

Community Shuttle service was launched successfully and has expanded significantly over the past several years. JTA has not yet completed the combined Paratransit/Community Shuttle trip-booking and dispatching element of the concept. When this functionality is added, JTA will see their O&M cost saving increase.

**FIVE-YEAR LONG RANGE TRANSIT PLAN AND MOUNTAIN LINK DESIGN-BUILD 2012–2013**

Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)  
Contact: Jeff Meilbeck, General Manager  
928-679-8900, jmeilbeck@naipta.az.gov  
*Nelson\Nygaard Staff: Randy Farwell*

Mountain Line Transit provides fixed-route and paratransit service to the city of Flagstaff (population 67,000) and the Northern Arizona University (NAU) campus. The agency operates seven local routes, including a rapid route called “Mountain Link” which began service in 2011 and provides limited-stop service with frequencies of 10-15 minutes during peak periods. This service was a recommendation from a 2010 planning process led by Nelson\Nygaard. Our staff managed the subsequent design-build of the Mountain Link BRT. The design-build was completed in 20 months and was the first BRT design-build approved by the FTA.



Looking to build upon its past successes and growth, Nelson\Nygaard developed a five-year and long range (20 year) service plan for the Mountain Line system that included bold enhancements of existing services. For the next five years, a cost-constrained plan was developed to initiate cross-town rapid bus service connecting three major nodes of the city (more than doubling the length of the existing rapid bus alignment). Within years 10-20, the plan expands to develop an additional rapid route, extending service to the airport and realigning existing services to improve transfer connectivity across the system.



To supplement transit network growth, the plan also provided detail about facilities critical for future service success. Recommendations and preliminary designs were provided on a new transit facility, dedicated busway enhancements, and overall programmatic changes to enable the rapid route to maintain reliable service in a tightly constrained downtown corridor.

NAIPTA was awarded the 2013 American Public Transportation Association's award for the Best Run Transit System for the implementation of Mountain Link rapid transit. Mountain Link decreased accidents per mile by 64 percent, implemented a real time arrival system, and cut emissions by nearly 90 percent by switching to a primarily hybrid-electric fleet.

*The American Public Transportation Association awarded this project an award in 2013 for the Best Run Transit System (fewer than 4 million passengers).*

## MIAMI-DADE TRANSIT SERVICE EVALUATION STUDY

2013

Miami-Dade Transit

Contact: Monica Cejas, Planning Manager  
786-469-5290, mcejasm@miamidade.gov

*Nelson\Nygaard Staff: Geoff Slater*

Nelson\Nygaard is now managing a restructuring of Miami-Dade Transit service that is designed to both improve service and reduce operating costs. A number of initiatives will improve service, and these include:

- A Rapid/Frequent Network that will provide Rapid Bus or frequent arterial service in major corridors
- Development of a family of services designed to better match service types with individual markets
- Making service simpler and more direct
- Adjusting service frequencies to better match demand
- Making service faster by consolidating stops
- Improving the identity of services and providing clearer information



Costs will be reduced by strengthening underlying grid services through reducing duplicative services and reducing service on underutilized routes. The draft recommendations were projected to improve service for 75% of existing riders and increase ridership by 6% while reducing operating costs by up to \$11 million. Final recommendations were recently developed for adoption in August 2013.

---

**TRANSIT SYSTEM DEVELOPMENT PLAN**

**2011**

City of Jacksonville, NC/Jacksonville Metropolitan Planning Organization

Contact: Anthony Prinz, Transportation Services Administrator  
910-938-5292, aprinz@ci.jacksonville.nc.us

*Nelson\Nygaard Staff: Geoff Slater*

---

Nelson\Nygaard and Kimley-Horn Associates, along with subconsultant, Hayes Consulting, created a Transit System Development Plan for Jacksonville Transit in Jacksonville, North Carolina. Jacksonville Transit is a fairly new transit service that developed out of the county's dial-a-ride service in 2007. Currently, it operates two daily fixed-routes Monday through Saturday, as well as weekend express service to the nearby military installations. Jacksonville Transit is also the only transit service in the State of North Carolina to operate transit services on military bases. The weekday service includes service on the Marine Corps Camp Lejeune base. It also operates weekend, evening, and Saturday express service to Camp Lejeune, Camp Johnson, and Marine Corps Air Station New River.



Nelson\Nygaard worked with Jacksonville Transit to develop a 5-year plan to guide system growth and development that responded to growth in the area and changing community needs. The plan included recommendations for restructuring and realigning the existing route network as well as introducing new services. Nelson\Nygaard also evaluated opportunities to expand services through coordination with the county demand response service to construct a fully integrated and multimodal network of services that meets the diverse needs of the community.

---

**COMPREHENSIVE SERVICE ANALYSIS**

**2010–2012**

Kansas City Area Transportation Authority

Contact: Danny O'Connor, Planning Manager  
816-346-0353, doconnor@kcata.org

*Nelson\Nygaard Staff: Geoff Slater, Randy Farwell*

---

To ensure that Kansas City's transit services reflect broader changes in population and employment patterns, the Kansas City Area Transportation Authority (KCATA) hired Nelson\Nygaard to undertake a comprehensive evaluation of its services. The Comprehensive Service Analysis consisted of a market analysis that assessed the demand for transit service throughout Kansas City, a detailed evaluation of the performance of all routes, and the development of alternatives and recommended service changes.





Based on the technical work and stakeholder input, KCATA and Nelson\Nygaard developed service changes that will make service easier to use, easier to understand, more convenient, faster, more direct, and will better match service to demand. The recommended changes are projected to: maintain service to virtually all existing riders (99.8%); provide equal or better service to a large majority (>80%) of existing riders, (nearly all of those who would receive less service would see only minor reductions); increase ridership by over 5%; improve productivity, in terms of passengers per vehicle hour, by over 15%; decrease operating costs per passenger by more than 10%.

The planned changes consist of a diverse set of modifications designed to work together to build a stronger system, provide better service to the large majority of existing riders, attract new riders to the system, and improve system productivity. They include: developing a key corridor network, realigning service to improve reliability and directness, expanding service to new areas, consolidating duplicative services, improving express service, discontinuing some very poorly utilized services, adjusting service frequencies and spans to better match demand, more consistent schedules, and scheduled MetroFlex connections.

---

**PORT AUTHORITY OF ALLEGHENY COUNTY TRANSIT DEVELOPMENT PLAN                      2007–2009**

---

Port Authority of Allegheny County  
Contact: Steve Bland, CEO  
412-566-5311, sbland@portauthority.org  
*Nelson\Nygaard Staff: Geoff Slater*

---

The Pittsburgh area has undergone one of the most successful transformations anywhere in the United States. Since the collapse of the steel industry in the late 1970s, the region has completely transformed its economy to one that is now based on medicine, higher education, and research. The result of this transformation is that Pittsburgh is thriving and is now rated as one of the most livable places in the country. However, while the region was changing dramatically, the transit provider—the Port Authority of Allegheny County—was not. The system failed to keep up with the changes occurring around it, and by the mid-2000s, was being heavily criticized by its riders and the public as providing substandard service, and by the City, County, and State as providing inefficient service.



Nelson\Nygaard was hired to conduct a comprehensive overhaul of service, with the goal of dramatically improving service in a manner that would serve Allegheny County’s new needs. The project entailed an extensive public participation plan, an examination of Allegheny County’s travel markets, a comprehensive review of existing services, and the development and evaluation of service improvements.

The recommendations from this plan are expected to increase ridership by 11% with no increase in costs. Over 75% of riders will see improved services in the form of better frequency, earlier trips, later trips, faster trips, or more weekend service. Additional service resources will be added to the most crowded routes, freeing up space on these buses and trains when it’s most crucial. Rapid bus service will be added to some of the most heavily travelled corridors, like downtown to Oakland, bringing radical improvements in service quality and significant ridership gains in these corridors. Finally, through improved schedule coordination and focusing the Port Authority’s

resources where they're most needed, one-way vehicle trips will increase by 6%, despite no increase in total service hours.

The Port Authority's Board called the changes "historic" and "sweeping."

### VISION 2030, LONG RANGE STRATEGIC MOBILITY PLAN

2011

Central Florida Regional Transportation Authority

Contact: Doug Jamison, Senior ITS Manager  
407-841-2279, djamison@golynx.com

*Nelson\Nygaard Staff: Randy Farwell, Cristina Barone*

This analysis used GIS tools and a strategic set of measures of effectiveness to formulate a recommended regional transit system network and a set of prioritized transit improvements. These transit improvements were programmed as the transit component of the Metroplan Orlando (MPO) Long Range Transportation Plan and are defined to be implementable as projects. This project was funded by and completed for both the MPO (Metroplan Orlando) and LYNX (the transit agency).



The recommendations include identifying transit hubs, BRT, LRT, Commuter Rail, Express Bus, Local Bus, Feeder and Neighborhood circulator services; and capital and operating cost estimates.

### RIPTA COMPREHENSIVE OPERATIONS ANALYSIS

2011–2013

Rhode Island Public Transit Authority (RIPTA)

Contact: Amy Pettine, Director of Planning and Marketing  
401-784-9500 ext. 216

*Nelson\Nygaard Staff: Geoff Slater*

As Rhode Island's sole statewide transit agency, the Rhode Island Public Transit Authority (RIPTA) operates 58 fixed routes that carry nearly 20 million riders annually. While many of RIPTA's services are efficient, productive, and easy to use, others have been cited as being inefficient, difficult to understand, and not productive. As RIPTA strives to fulfill its mission of delivering high quality transit service across the state, these service problems limit RIPTA's ability to fulfill their mission.



In 2012, RIPTA hired a consulting team led by Nelson\Nygaard to take a comprehensive look at their fixed-route services and develop a plan to create a more efficient and effective service network. Nelson\Nygaard and the consulting team collected data from a variety of sources, including stakeholder interviews, rider and non-rider surveys, meetings with bus drivers, and several rounds of public outreach. This data was used to analyze the transit market, assess the local transit operating environment, and conduct comprehensive route-by-route evaluations.

These analyses were used to identify strengths and weaknesses of the system and to generate service improvement strategies. As an example of a service improvement strategy, Nelson\Nygaard developed a comprehensive set of service guidelines that set up a process for

RIPTA to monitor service and make service changes in a data-driven, objective, goal-oriented, and transparent manner.

Nelson\Nygaard is currently working closely with RIPTA staff to create and analyze a series of service improvement scenarios, which will lead to a final set of recommendations aimed at making service easier to use, easier to understand, more convenient, faster, and more direct.

---

**DISTRICT SIX COMMUNICATION SERVICES FOR CONSTRUCTION PROJECTS      2012–ONGOING**

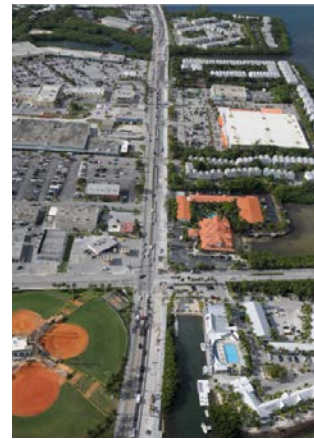
---

Florida Department of Transportation (FDOT)

Contact: Charlie Phinizy, Project Manager  
305-289-6107, charlie.phinizy@dot.state.fl.us

---

SWC is currently providing all communications services associated with FDOT construction projects in the Florida Keys, including full-time services associated with the North Roosevelt Boulevard renovation project in Key West. This work involves preparing communications plans for each new assignment; preparing and distributing fact sheets, posters, advertisements and other informational documents; conducting press interviews, including weekly updates on a local radio station; providing presentations to elected boards, officials and community groups; visiting all businesses along project corridors, providing project information and addressing questions; attending project meetings to stay current with project details; responding to all telephone, email and direct inquiries from the public; providing liaison services between project engineers and the public to address problems; and conducting surveys of affected businesses.



North Roosevelt Blvd. Corridor Under Construction

---

**TARPON PIER REPLACEMENT PROJECT**

---

**2010–2013**

City of Key West

Contact: Hans Wilson, Project Manager  
239-334-6870, hans@hanswilson.com

---

SWC provided environmental resource permitting and construction support for the Tarpon Pier Replacement project at Key West's City Marina. Tarpon Pier functions as a residential facility, providing live aboard mooring for a variety of vessels, including floating house structures. The project entails replacing the existing fixed pier with a floating dock and adding 22 finger piers for improved access to vessels. All infrastructure supporting the dock will also be replaced, including potable water, electricity, fire suppression, sewage hookups, cable TV, and telephone.





Permitting involved pre-construction marine environmental resource assessment and extensive coordination with Florida Keys National Marine Sanctuary staff to ensure removal, relocation, and mitigation for potentially impacted submerged aquatic vegetation and coral resources.

SWC responsibilities included:

- Coordinating with Florida Keys National Marine Sanctuary, City of Key West, and engineering and design consultants
- Conducting benthic resource habitat assessment including quantification and characterization of both seagrass and coral resources in the construction area
- Coordinating with project engineers to develop construction plans that avoid and minimize impacts to natural resources
- Supervising field data collection and analysis and provision of benthic survey report
- Planning and managing coral relocation and transplantation efforts prior to construction commencement
- Conducting a post-construction monitoring and compliance survey of marine resources in the area of the new pier

**FDOT DISTRICT SIX DESIGN PHASE PUBLIC INFORMATION SERVICES**

**2006–2011**

Florida Department of Transportation (FDOT)

Contact: Marta Rodriguez, Project Manager

305-860-3740, mrodriguez@bermelloajamil.com

SWC was a member of the public information team that provided services for FDOT District Six design-level projects in the Florida Keys from 2006 to 2011. The following is a list of SWC's assignments along US Highway 1:

- Key West to Stock Island
- Big Pine Key
- Cudjoe Key
- Grassy Key, Marathon
- 37<sup>th</sup> Street to Coco Plum Drive, Marathon
- Bay Point to Upper Sugarloaf Key
- Big Coppitt Key to Shark Key
- North Roosevelt Boulevard
- Saddlebunch Key
- Mile Markers 85.3 to 87.6
- Mile Markers 90.75 to 93.0



SWC responsibilities included:

- Preparing mailing lists for area residents and business owners, agencies, and elected officials
- Preparing maps depicting project corridors using Arc GIS software
- Preparing and mailing invitation letters and informational flyers with project details
- Preparing and placing news releases and advertisements, as needed
- Identifying and scheduling locations for public meetings
- Preparing name tags and all meeting collateral materials
- Staffing public meetings and providing support services to project engineers and FDOT
- Documenting meeting proceedings, including taking photographs and notes and collecting comment sheets
- Preparing public information summary reports

## REFERENCES

---

**TRANSIT SERVICE EVALUATION PHASE 2**

**CURRENT PROJECT**

Miami-Dade Metropolitan Planning Organization

Contact: Monica Cejas, Planning Manager  
786-469-5290, mcejas@miamidade.gov

---

**FIVE-YEAR LONG RANGE TRANSIT PLAN**

**2012–2013**

Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)

Contact: Jeff Meilbeck, General Manager  
928-679-8900, jmeilbeck@naipta.az.gov

---

**TRANSIT SYSTEM DEVELOPMENT PLAN**

**2011**

City of Jacksonville, NC/Jacksonville Metropolitan Planning Organization

Contact: Anthony Prinz, Transportation Services Administrator  
910-938-5292, aprinz@ci.jacksonville.nc.us

---

**COMMUNITY SHUTTLE SERVICE DEVELOPMENT**

**2008**

Jacksonville Transportation Authority

Contact: Liz Peak, Community Transit Coordinator  
904-633-8535, lpeak@jtafla.com

---



# **APPENDIX A**

---

## Required Forms

CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the DESIGN PROFESSIONAL expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the "indemnities") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the DESIGN PROFESSIONAL, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by the indemnities for indemnification shall be limited to the amount of DESIGN PROFESSIONAL's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under this Agreement shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the DESIGN PROFESSIONAL under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the DESIGN PROFESSIONAL or of any third party to whom DESIGN PROFESSIONAL may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of work.

DESIGN

PROFESSIONAL: Paul A. Jewel

SEAL:

116 New Montgomery Street, Suite 500, San Francisco, CA 94105

Address

Signature

Paul A. Jewel

Print Name

COO and Principal

Title

DATE:

February 19, 2014



CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the DESIGN PROFESSIONAL expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the "indemnities") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the DESIGN PROFESSIONAL, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by the indemnities for indemnification shall be limited to the amount of DESIGN PROFESSIONAL's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under this Agreement shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the DESIGN PROFESSIONAL under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the DESIGN PROFESSIONAL or of any third party to whom DESIGN PROFESSIONAL may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of work.

DESIGN PROFESSIONAL: Sandra Walters Consultants, Inc. (SWC)

SEAL:

6410 5th Street, Suite 3, Key West, FL 33040

Address



Signature

Sandra Walters

Print Name

President

Title

DATE: February 11, 2014

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

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: 

Sworn and prescribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

NOTARY PUBLIC, State of Florida

My commission expires:

*See attached*

**CALIFORNIA JURAT WITH AFFIANT STATEMENT**  
**GOVERNMENT CODE § 8202**

- See Attached Document (Notary to cross out lines 1-6 below)  
 See Statement Below (Lines 1-6 to be completed only by document signer[s], not Notary)

1 \_\_\_\_\_  
2 \_\_\_\_\_  
3 \_\_\_\_\_  
4 \_\_\_\_\_  
5 \_\_\_\_\_  
6 \_\_\_\_\_

Signature of Document Signer No. 1 \_\_\_\_\_ Signature of Document Signer No. 2 (if any) \_\_\_\_\_

State of California

County of San Francisco

Subscribed and sworn to (or affirmed) before me

on this 13th day of February, 2014,  
by Paul Jewel  
Date Month Year

(1) \_\_\_\_\_

(2) \_\_\_\_\_  
Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence  
to be the person(s) who appeared before me.



Place Notary Seal Above

Signature Lauren E. Mullin  
Signature of Notary Public

**OPTIONAL**

Though this section is optional, completing this information can deter alteration of the document  
or fraudulent reattachment of this form to an unintended document.

**Description of Attached Document**

Title or Type of Document: anti-kickback affidavit

Document Date: 2/13/2014 Number of Pages: 1

Signer(s) Other Than Named Above: \_\_\_\_\_



ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

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: *Janice Walter*

Sworn and prescribed before me this 11th day of February, 2014

*Nancy L. Mischka*

NOTARY PUBLIC, State of Florida

My commission expires:

*01-17-16*



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  
by Paul A. Jewel, COO and Principal  
(print individual's name and title)  
for Nelson\Nygaard Consulting Associates, Inc.  
(print name of entity submitting sworn statement)

whose business address is 116 New Montgomery Street, Suite 500, San Francisco, CA 94105

and (if applicable) its Federal Employer Identification Number (FEIN) is 58-2592493 (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:
1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and 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).

X  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 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.

\_\_\_\_\_ 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.

Paul Opul  
(SIGNATURE)

2/13/14  
(DATE)

STATE OF \_\_\_\_\_

COUNTY OF \_\_\_\_\_

PERSONALLY APPEARED BEFORE ME, the undersigned authority \_\_\_\_\_ who, after  
(name of individual)  
first being sworn by me, affixed his/her signature in the space provided above on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

*see attached*

NOTARY PUBLIC

My commission expires: \_\_\_\_\_

**CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT**

CIVIL CODE § 1189

State of California

County of San Francisco

On 2/13/2014 before me, Lauren E. Mullin, Notary

personally appeared Paul Jewel

Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature: Lauren E. Mullin

Place Notary Seal Above

Signature of Notary Public

**OPTIONAL**

*Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.*

**Description of Attached Document**

Title or Type of Document: sworn statement pursuant to FL statutes on entity crimes

Document Date: February 13, 2014 Number of Pages: 2

Signer(s) Other Than Named Above: \_\_\_\_\_

**Capacity(ies) Claimed by Signer(s)**

Signer's Name: Paul Jewel Signer's Name: \_\_\_\_\_

Corporate Officer — Title(s): COO and Principal  Corporate Officer — Title(s): \_\_\_\_\_

- Individual  Individual
- Partner —  Limited  General  Partner —  Limited  General
- Attorney in Fact  Attorney in Fact
- Trustee  Trustee
- Guardian or Conservator  Guardian or Conservator
- Other: \_\_\_\_\_  Other: \_\_\_\_\_

Signer Is Representing: \_\_\_\_\_ Signer Is Representing: \_\_\_\_\_

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

by Sandra Walters, President  
(print individual's name and title)

for Sandra Walters Consultants, Inc. (SWC)  
(print name of entity submitting sworn statement)

whose business address is 6410 5th Street, Suite 3, Key West, FL 33040

and (if applicable) its Federal Employer Identification Number (FEIN) is 65-0975585 (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:
1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and 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.

Sandra Walters  
(SIGNATURE)

February 11, 2014  
(DATE)

STATE OF Florida

COUNTY OF Monroe

PERSONALLY APPEARED BEFORE ME, the undersigned authority Sandra Walters who, after (name of individual) first being sworn by me, affixed his/her signature in the space provided above on this 11th day of February, 2014

Nancy L. Mischka  
My commission expires: 01-17-2016

NOTARY PUBLIC





**LOCAL VENDOR CERTIFICATION**  
**Pursuant to City of Key West Code of Ordinances Section 2-798**

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a. *Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.*
- b. *Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.*
- c. *Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.*

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name  
**Sandra Walters Consultants, Inc. (SWC)**

Phone: **305-294-1238**

Current Local Address:  
(P.O Box numbers may not be used to establish status)  
**6410 5th Street, Suite 3  
Key West, FL 33040**

Fax: **305-294-2164**

Length of time at this address  
**7 years, and 8 years prior at another Key West address**

  
\_\_\_\_\_  
Signature of Authorized Representative

February 11, 2014  
Date

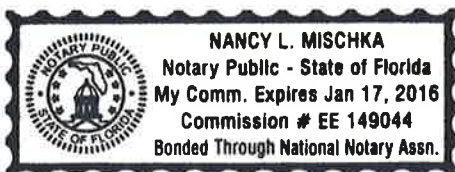
STATE OF Florida


COUNTY OF Monroe

The foregoing instrument was acknowledged before me this 11th day of February 2014.

By Sandra Walters, of Sandra Walters Consultants, Inc. (SWC)  
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)

or has produced \_\_\_\_\_ as identification.  
(Type of identification)



  
\_\_\_\_\_  
Signature of Notary

NANCY L. MISCHKA  
Print, Type or Stamp Name of Notary

\_\_\_\_\_  
Title or Rank

**2013 / 2014  
MONROE COUNTY BUSINESS TAX RECEIPT  
EXPIRES SEPTEMBER 30, 2014**

Business Name: SANDRA WALTERS CONSULTANTS INC      RECEIPT# 47161-71254

Owner Name: SANDRA WALTERS      Business Location: 6410 5TH ST 3  
Mailing Address:      KEY WEST, FL 33040  
6410 5TH ST SUITE 3      Business Phone: 305-294-1238  
KEY WEST, FL 33040      Business Type: MISCELLANEOUS SERVICE (ENVIRONMENTAL  
& LAND USE CONS)

Employees      1

Tax Amount	Transfer Fee	Sub-Total	Penalty	Prior Years	Collection Cost	Total Paid
22.00	0.00	22.00	0.00	0.00	0.00	22.00

**Paid 110-12-00003165    09/16/2013    22.00**

THIS BECOMES A TAX RECEIPT  
WHEN VALIDATED

**Danise D. Henriquez, CFC, Tax Collector**  
**PO Box 1129, Key West, FL 33041**

THIS IS ONLY A TAX.  
YOU MUST MEET ALL  
COUNTY AND/OR  
MUNICIPALITY PLANNING  
AND ZONING REQUIREMENTS.

**MONROE COUNTY BUSINESS TAX RECEIPT**  
P.O. Box 1129, Key West, FL 33041-1129  
EXPIRES SEPTEMBER 30, 2014

Business Name: SANDRA WALTERS CONSULTANTS INC      RECEIPT# 47161-71254

Owner Name: SANDRA WALTERS      Business Location: 6410 5TH ST 3  
Mailing Address:      KEY WEST, FL 33040  
6410 5TH ST SUITE 3      Business Phone: 305-294-1238  
KEY WEST, FL 33040      Business Type: MISCELLANEOUS SERVICE (ENVIRONMENTAL  
& LAND USE CONS)

Employees      1

Tax Amount	Transfer Fee	Sub-Total	Penalty	Prior Years	Collection Cost	Total Paid
22.00	0.00	22.00	0.00	0.00	0.00	22.00

**Paid 110-12-00003165    09/16/2013    22.00**

# CITY OF KEY WEST, FLORIDA

## Business Tax Receipt

This Document is a business tax receipt  
Holder must meet all City zoning and use provisions.  
P.O. Box 1409, Key West, Florida 33040 (305) 809-3955

Business Name SANDRA WALTERS CONSULTANTS, IN CtlNbr:0007074  
Location Addr 6410 5TH ST  
Lic NBR/Class 14-00017879 SERVICE - GENERAL  
Issue Date: September 19, 2013 Expiration Date: September 30, 2014  
License Fee \$98.70  
Add. Charges \$0.00  
Penalty \$0.00  
Total \$98.70

Comments: ENVIRONMENTAL LAND USE CONSULTANT

Oper: CWALKEK Type: OC Drawer: 1  
Date: 9/24/13 56 Receipt no: 109850  
2014 17879

OR LIC OCCUPATIONAL RENEWAL

This document must be prominently displayed. 1.00 \$98.70

OK CHECK 16145 \$98.70  
SANDRA WALTERS CONSULTANTS, IN

Total payment \$98.70

SANDRA WALTERS CONSULTANTS, IN

6410 5TH ST STE 3

Trans date: 9/24/13 Time: 13:10:03

KEY WEST FL 33040

**CONE OF SILENCE AFFIDAVIT**

**Pursuant to City of Key West Code of Ordinances Section 2-773**

STATE OF Florida )

: SS

COUNTY OF Monroe )

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Nelson\Nygaard Consulting Associates, Inc. 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

\_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
NOTARY PUBLIC, State of \_\_\_\_\_ at Large

*See attached*

My Commission Expires: \_\_\_\_\_

**CALIFORNIA JURAT WITH AFFIANT STATEMENT**  
**GOVERNMENT CODE § 8202**

- See Attached Document (Notary to cross out lines 1-6 below)  
 See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

1 \_\_\_\_\_  
2 \_\_\_\_\_  
3 \_\_\_\_\_  
4 \_\_\_\_\_  
5 \_\_\_\_\_  
6 \_\_\_\_\_

Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

State of California

County of San Francisco

Subscribed and sworn to (or affirmed) before me

on this 13<sup>th</sup> day of February, 2014,  
by Paul Jenel  
Date Month Year

(1) Paul Jenel

(2) \_\_\_\_\_  
Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence  
to be the person(s) who appeared before me.



Place Notary Seal Above

Signature Lauren E. Mullin  
Signature of Notary Public

**OPTIONAL**

*Though this section is optional, completing this information can deter alteration of the document  
or fraudulent reattachment of this form to an unintended document.*

**Description of Attached Document**

Title or Type of Document: Cone of silence affidavit

Document Date: 2/13/2014 Number of Pages: 1

Signer(s) Other Than Named Above: \_\_\_\_\_

**CONE OF SILENCE AFFIDAVIT**

**Pursuant to City of Key West Code of Ordinances Section 2-773**

STATE OF Florida )

: SS

COUNTY OF Monroe )

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Sandra Walters Consultants, Inc, (SWC) 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

11th day of February, 2014.

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 01-17-2016





EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA                    )  
                                                          : SS  
COUNTY OF MONROE                )

I, the undersigned hereby duly sworn, depose and say that the firm of \_\_\_\_\_  
Nelson\Nygaard Consulting Associates, Inc.

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. 2-709.

By: \_\_\_\_\_ *Paul Nygaard* \_\_\_\_\_

Sworn and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_.

NOTARY PUBLIC, State of Florida at Large

*see attached*

My Commission Expires:

**CALIFORNIA JURAT WITH AFFIANT STATEMENT**  
**GOVERNMENT CODE § 8202**

- See Attached Document (Notary to cross out lines 1-6 below)  
 See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

1  
2  
3  
4  
5  
6

\_\_\_\_\_  
*Signature of Document Signer No. 1*

\_\_\_\_\_  
*Signature of Document Signer No. 2 (if any)*

State of California

County of San Francisco

Subscribed and sworn to (or affirmed) before me

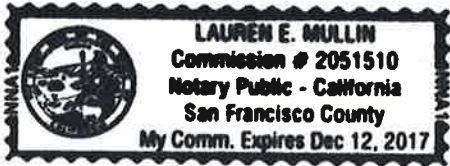
on this 13<sup>th</sup> day of February, 2014,  
by Paul Jewel  
*Date Month Year*

(1) Paul Jewel

(2) \_\_\_\_\_

*Name(s) of Signer(s)*

proved to me on the basis of satisfactory evidence  
to be the person(s) who appeared before me.



*Place Notary Seal Above*

Signature Lauren E. Mullin  
*Signature of Notary Public*

**OPTIONAL**

*Though this section is optional, completing this information can deter alteration of the document  
or fraudulent reattachment of this form to an unintended document.*

**Description of Attached Document**

Title or Type of Document: equal benefits for domestic partners affidavit

Document Date: 2/13/2014 Number of Pages: 1

Signer(s) Other Than Named Above: \_\_\_\_\_

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA )  
: SS

COUNTY OF MONROE )

I, the undersigned hereby duly sworn, depose and say that the firm of \_\_\_\_\_

Sandra Walters Consultants, Inc. (SWC)

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. 2-709.

By: *Sandra Walters*

Sworn and subscribed before me this 11th day of February 2014.

*Nancy L. Mischka*

NOTARY PUBLIC, State of Florida at Large

My Commission Expires:

*01-17-2016*





February 19, 2014

City of Key West  
Transit Department  
3126 Flagler Avenue  
Key West, FL 33040

**RE: RFP # 002-14 Design Professional Insurance Language**

To Whom It May Concern,

Nelson\Nygaard Consulting Associates, Inc. has reviewed the RFP Design Professional Insurance Language and has developed a list of exceptions and/or questions related to the RFP insurance requirements.

First, we would like to ask what the intended minimum Additional Umbrella Liability is. Page seven of the RFP states "Additional Umbrella Liability \$\_,000,000".

Second, we would like to remove "\$2,000,000 Products Aggregate" from page seven of the RFP. Nelson\Nygaard Consulting Associates, Inc. is a transportation consulting firm that provides advice but does not create products; therefore, we cannot carry products/completed operations insurance. Our professional liability policy covers our work.

Third, we would like to remove "utilizing an ISO standard endorsement at least as broad as CG 2010 (11/85) or its equivalent, (combination OF CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable)" from pages seven and eight of the RFP as these specific endorsements seem to relate to products/operations.

Fourth, we would like to remove the following from page eight of the RFP: "If work is being done or near a navigable waterway, DESIGN PROFESSIONAL'S Workers' Compensation policy shall be endorsed to provide USL&H Act (WC 00 01 06A) and Jones Act (WC 00 02 01 A) coverage if specified by the City of Key West." These specific endorsements seem to relate construction operations near a navigable waterway, not consulting.

If we can provide any additional information about our insurance exceptions, please do not hesitate to let us know. Feel free to contact Geoff Slater, who is our proposed project manager, at 802-922-9761 or [gslater@nelsonnygaard.com](mailto:gslater@nelsonnygaard.com), or me at 415-284-1544 or [pjewel@nelsonnygaard.com](mailto:pjewel@nelsonnygaard.com).

Sincerely,

A handwritten signature in black ink that reads "Paul Jewel".

Paul A. Jewel  
COO and Principal

## **APPENDIX B**

---

### Resumes

# Randall G. Farwell

Principal



Randy has 26 years experience in transportation and transit planning, operations, and management with wide ranging expertise in programs, services, projects including: commuter rail, light rail, BRT, human service, flexroute, and fixed route services; comprehensive operations analysis; system redesign; corridor analysis; alternatives analysis; NEPA documentation (CE, EA, EIS); TDM strategies. Randy was Director of Planning at the Central Florida Regional Transportation Authority (LYNX) during planning and final design of the Central Florida Light Rail project. During that time he redesigned the transit network in preparation for light rail. Randy was Planning Manager at the Potomac & Rappahannock Transportation Commission; he was instrumental in the creation and start-up of the Virginia Railway Express commuter rail and the OmniLink Flexroute – the first ITS enhanced flexroute in the U.S. In addition, Randy helped the JTA in Jacksonville redesign their transit services in preparation for the planned BRT system and to better reflect travel patterns and service demand.

## EDUCATION

MURP, Urban & Regional Planning, Virginia Tech, 1984;  
B.S., Urban Studies, Texas Christian University, 1982

## EXPERIENCE

**Nelson\Nygaard Consulting Associates, Inc.**  
Principal 2012–Present

- **US1 Multimodal Corridor Alternatives Analysis, VA DRPT.** Randy is serving as Principal-in-Charge and Technical Advisor on this complex 17-mile study of the Richmond Highway (US1) corridor from the City of Alexandria south to Woodbridge, VA. The purpose of this study is to identify means to improve mobility, land use, economic development, and safety in the corridor by defining and evaluating a series of multimodal alternatives. Randy is providing technical direction for the development of the Purpose and Need Statement, Evaluation Criteria, definition of alternatives, and defining operations requirements, O&M costs and Title VI compliance.
- **Atlanta 1-Click System, Atlanta Regional Commission.** Randy is providing senior technical direction in support of the development of the Atlanta 1-Click System. The 1-Click System will initially provide robust web-based information and referral to connect customers to services and mobility for residents, veterans, and program clients in the Atlanta region. In phase 2, the system will facilitate trip-booking on all mobility providers serving the Atlanta region. In particular, Randy is addressing trip and client eligibility processing and determination through 1-Click and identifying opportunities to support phase 2 trip-booking.
- **North-South Transit Corridor Alternatives Analysis, Indianapolis, IN.** Randy is managing Nelson\Nygaard work in Indianapolis as a sub to another firm. In particular, Randy is leading efforts to evaluate existing and future transportation needs in the region, define transit alternatives, document purpose and need, enhance connectivity of the transit network, develop MAP-21/FTA consistent alternatives evaluation criteria and prepare operating requirements and costs, and Title VI compliance.
- **St. Louis Transit Alternatives Analysis, St. Louis, Mo.** Randy is managing Nelson\Nygaard work in St. Louis as a sub to another firm. Randy is leading efforts to define transit alternatives, evaluate alternatives, develop MAP-21/FTA consistent alternatives evaluation criteria, prepare operating requirements and costs, and select a locally preferred alternative.
- **Comprehensive Operations Analysis, Charlottesville, VA.** Randy served as a senior advisor on this study for the Charlottesville Area Transit system. Charlottesville and the University of Virginia, work very closely in the delivery of transit service in Charlottesville. Both CAT and the University Transit System operate in conjunction. Nelson\Nygaard was retained to document existing travel patterns relative to the transit structure and recommend changes to better service travel demand for existing and potential choice



riders by better orienting the service to the travel market. Our recommendations included significant restructuring of the system to reduce transfers, increase ridership, improve efficiency, maintain Title VI compliance, and reduce operating costs.

- **FlexBus Demonstration, LYNX, Orlando, FL.** Project Manager, Randy is leading the demonstration of the FlexBus concept for evaluation by the Federal Transit Administration, a real-time dynamically routed node-to-node transit operation intended to improve transit as a viable option in suburban areas and to augment regional bus, BRT and rail corridors by improving the ability for transit to penetrate the service area along transit corridors. Randy developed the concept and is using Trapeze PASS and FLEX scheduling modules to model the start-up operations based on refining the scheduling parameters to reflect the FlexBus operating concept. The purpose of this effort is to define and optimize the operating requirements, costs and productivity of the operation prior to service start-up.
- **North Glendale Transit Center, Glendale, AZ.** Randy is managing the transit planning and operations analysis for this multidisciplinary team evaluating alternative locations and developing site plans for a major new transit center in North Glendale in the greater Phoenix region. Included in this effort was the documentation of how this new service and service concept would comply with both ADA and Title VI requirements.

## PREVIOUS EXPERIENCE

- **Mountain Links BRT Design-Build, Flagstaff, AZ.** Randy managed the planning and design efforts on this first FTA approved Very Small Starts design-build project. Randy was both Project Manager and led the planning phase of the project. The project was ARRA and FTA funded and serves a 6.8 mile route through historic downtown Flagstaff, Northern Arizona University and the Woodlands Village suburbs south of campus. Jacobs delivered an approved Categorical Exclusion document, Systems Planning Report and 30% Design Plans in seven months. Jacobs completed final design, construction is complete and service commenced August 18, 2011.
- **Long Range Strategic Mobility Plan (VISION 2030), LYNX, Orlando, FL.** Randy worked with Tindale-Oliver & Associates to redefine the future transit network on a corridor and segment basis in Central Florida. The analysis uses GIS tools and measures of effectiveness to formulate a recommended transit system network and a set of prioritized transit improvements to be programmed as the transit component of the Metroplan Orlando (MPO) long range transportation plan. The recommendations include identifying transit hubs, BRT, LRT, Commuter Rail, Express Bus, local bus, feeder and circulator services and cost estimates.
- **Bus Rapid Transit System Tier 1 PEIS, Jacksonville Transportation Authority.** Randy managed the first Tiered Programmatic Environmental Impact Statements (PEIS) approved by the Federal Transit Administration. Project resulted in a Record of Decision allowing the JTA to use \$100 million in local funds to preserve BRT station/TOD right of way. BRT Operations Planning, Jacksonville Transportation Authority. Randy led the operations planning efforts for the implementation of BRT in the north and southeast BRT corridors, respectively. This work effort is a continuation of BRT development efforts for the JTA within the FTA project development process. The EAs for both corridors were submitted to FTA and were approved.
- **Clearwater Transit/BRT Feasibility, Pinellas County, FL.** Randy managed Jacobs' efforts on this project that included ridership estimation, BRT service development, station and facility requirements, operating and capital costs. The MPO approved the concept and Jacobs developed project documentation to use to enter the FTA Very Small Starts program.
- **Clifton Corridor Alternatives Analysis, Atlanta, GA.** Jacobs is leading this complex alternatives analysis to define a transit connection from the Lindbergh MARTA Station to the Centers for Disease Control and Emory University to the Avondale MARTA Station. Three distinct corridors have been developed, modeled and analyzed. Randy is responsible for developing the TSM network, strategy, operating requirements and costs as well as developing the operating requirements and O&M costs associated with the Build Alternatives (HRT, LRT, BRT and underlying transit network).
- **Georgia Statewide Human Service Public Transportation Plan, Atlanta, GA.** Randy lead part of a team responsible for conducting outreach and data collection, preparing needs assessments and developing recommendations for implementation of practices and policies to improve mobility and

transportation service coordination statewide for Georgia DOT to evaluate the organization, delivery and performance of public transportation services (urban, small urban, rural and human services). The findings and recommendations informed the development and implementation of a new initiative created by the legislature to oversee public transportation coordination in Georgia.

- **Community Shuttle Service Development, Jacksonville Transportation Authority.** Randy developed Community Shuttle to improve service delivery in lower density parts of the JTA service area. The initial community shuttle service started August 2008 and is designed to provide real-time electronic manifesting with a single reservation, scheduling and dispatching process to better manage vehicles, increase productivity and reduce costs.
- **Service Restructuring, Jacksonville Transportation Authority.** Randy was retained by the JTA to direct strategic service planning analyses and service restructuring efforts to position the system more optimally to commence the programmed Rapid Transit (BRT) system, and to achieve more cost-effective, productive and convenient transit services. Randy's efforts involved working with executive, senior and departmental staff; assessing and directing data analyses and service planning and scheduling analyses; developing and designing system restructuring concepts; and developing cost estimates and implementation schedule for the system restructuring to support the BRT system.
- **Central Florida MORE TMCC Regional Transportation Coordination Center, LYNX, Orlando, FL.** Randy provided technical direction for transit operations and ITS system development for this national demonstration project to facilitate regional coordination of transit services by LYNX, Polk County Transit System, Citrus Connection and human service program agencies by combined trip booking, scheduling and dispatching.
- **Virginia Railway Express Commuter Rail, Potomac & Rappahannock Transportation Commission, Woodbridge, VA.** Randy provided technical support in the development of the VRE. Randy secured grants to restore historic rail stations in Fredericksburg, Manassas and Alexandria. Randy developed policy and analytical position papers to shape funding, institutional and jurisdictional participation agreements among the jurisdictions and agencies that created the VRE. Randy developed station plans, automated ticket vending and feeder services for the VRE.
- **Florida New Starts Program Development, FDOT Public Transit Office.** Randy developed the New Starts program concept for FDOT to evaluate and rank projects seeking state and federal transit project funding. The program intent incentivizes projects that enhance transit and growth management policy compliance at the state level and enhance project competitiveness nationally.
- **Title VI Assessment, San Francisco Municipal Transportation Agency.** Randy is provided technical support in preparing the Title VI assessments for the SFMTA for fare changes and service reductions required due to a declared fiscal emergency resulting from the global economic downturn.
- **Human Service Transportation Coordination Study, George Washington Regional Commission, Fredericksburg, VA.** Randy developed recommendations to increase mobility and service cost-effectiveness through policies and investments to coordinate and enhance public transportation services in the region including urban and rural markets.
- **I-66 Corridor Transit/TDM Study, Virginia Department of Rail and Public Transportation.** Randy was the technical lead on this complex analysis of the potential to add Bus Rapid Transit (BRT) service in the I-66 Corridor west of Washington, DC. Randy developed BRT operational and station concepts; the Purpose and Need Document and a technical review of TDM and transit service recommendations.
- **Kendall Area Alternatives Analysis, Miami-Dade MPO, Miami, FL, Deputy Project Manager.** Project evaluated alternatives to increase mobility in the Kendall area of southwest Miami. This project examined Kendall Drive, HEFT and SR 874/826 corridors. Transit mode alternatives included light rail, expanding Metrorail, DMUs, BRT, HOT lanes.
- **Flexible Transit Service Design, Potomac & Rappahannock Transportation Commission, Woodbridge, VA.** Developed and implemented the OmniLink Flexroute (ITS enhanced point deviation service) for PRTC, the first ever Transit ITS Operational Field Test in the 1990s (IVHS then). Operation still is a success with productivities exceeding 18-trips/revenue hour. This project is a focal point of the National Transit Institute course on Reinventing Transit. In addition, Randy has developed transit ITS functional



**Randall G. Farwell**  
Principal

requirements and provided procurement support to transit systems including: Votran, HARTline, LYNX, PRTC, Cape Cod Transit, Flagstaff.

- **Northern Corridor Light Rail Alignment Study, LYNX, Orlando, FL.** Randy directed the Northern Corridor Light Rail Alignment study developed to meet New Starts/NEPA requirements and resulted in consensus on a locally preferred alignment in an extremely contentious environment. This work was subsequently adopted by the MPO as a SDEIS/FEIS of 22 miles of light rail.
- **Central Florida Light Rail New Starts, LYNX, Orlando, FL.** Randy, while Director of Planning at LYNX, led development of the New Starts reports and reporting process to the FTA. The project obtained a record of decision (ROD) and a full funding grant agreement (FFGA).

### **PROFESSIONAL MEMBERSHIPS**

- Panelist, TCRP SA-25, *Use and Deployment of Mobile Device Technology for Real-Time Transit Information* (past)
- Panelist, TCRP A-19A2, *Integrating Pupil and Public Transportation* (past)
- Urban Land Institute, North Florida District Executive Board (past)

# Geoff Slater

## Principal



Geoff Slater has extensive experience throughout the United States and internationally that he brings to all of his projects, many of which have transformed transit services from very basic operations to mature, dependable transit systems. Geoff is nationally recognized as an effective and innovative service planner. Notable projects include a complete transformation of Pittsburgh's transit service to provide better service at the same cost, the development of one of the country's first BRT lines (Boston's Silver Line), and the redesign of commuter rail service throughout post-apartheid South Africa.

## EDUCATION

Bachelor of Science, Civil Engineering, University of Massachusetts-Lowell, MA

## EXPERIENCE

### **Nelson\Nygaard Consulting Associates Inc.**

Principal, 2007–Present

- Project manager for the **Port Authority of Allegheny County Transit Development Plan**, which entailed a complete redesign of the Pittsburgh, PA transit system. The changes completely transformed the system to improve service for existing riders, attract new riders, and meet the demands of Pittsburgh's new economy. The changes generated strong support from the system's riders, the city, and the county. In adopting the recommendation plan, the Board called the changes "historic" and "sweeping," and editorials in both major newspapers endorsed the plan.
- Project manager for **KCATA Comprehensive Service Analysis** for the Kansas City Area Transportation Authority of Kansas City, MO routes. The changes were designed to build a stronger system through the development of a key corridor network, realigning service to improve reliability and directness, expanding service to new areas, consolidating duplicative services, improving express service, discontinuing poorly utilized services, adjusting service frequencies and spans, while also reducing operating costs. To date, the changes have increased ridership by 5% even though operating costs were reduced by 2%.
- Project manager for the **Saint Paul Streetcar Feasibility Study**, which is designed to develop a long-term streetcar network for Saint Paul, MN, and determine which line should be constructed first.
- Led the development and screening of streetcar and enhanced bus alternatives for the **Kansas City Downtown Corridor Alternatives Analysis**, including the development of operating plans, to improve service between Kansas City's financial district and Crown Center. (The city is now proceeding with the development of streetcar service).
- Project manager for the **RIPTA Comprehensive Operational Analysis (COA)** that determined how to make transit service throughout Rhode Island and in the Providence area easier to use, easier to understand, faster and more direct, and better alignment with customer demand.
- Project manager for the **Peoria (AZ) Multimodal Transportation Study** that developed transit improvements for this rapidly growing Phoenix-area city that desires to grow smarter. Study components include improvements to local transit service, the examination of an extension of Valley Metro light rail service and the development of BRT service, the development of a site plan for a new transit center in Old Town, and the development of bus stop improvements.

- Project manager for the **Pinal County (AZ) Transit Feasibility Study**. Over the next 20 years, Pinal County, which is located between Phoenix and Tucson, is expected to grow from 250,000 residents to over 1.9 million. This growth will place significant new demands on the county's transportation system, and the study is examining the feasibility of transit in the short-term and as the county grows, as well as governance options and implementation issues.

## PREVIOUS EXPERIENCE

### **Jacobs Engineering/Edwards and Kelcey/KKO and Associates**

Manager of Transit Planning, 2006–2007; Senior Associate, 1997–2006

Managed and conducted a variety of transit studies in North America and overseas designed to develop effective new transit services and to improve existing systems, with a particular focus on rail, bus, and BRT services. (Note: company changes were the result of corporate acquisitions.)

- Project Manager responsible for developing a workable transit circulation concept for Downtown and Midtown Atlanta broadly supported by all affected stakeholders, citizens, businesses, and institutions.
- Responsible for the determination of shuttle bus service changes that was required to provide connections to Phoenix's new light rail line and to serve major airport improvements that included a new terminal, an automated train, and parking and roadway changes. Also identified best contracting practices to assist with the development of new RFPs for the operation of airport shuttle services.
- Project Manager responsible for identifying, evaluating, and recommending bus service improvements for South Portland Bus Service, Shuttlebus, and ZOOM bus services that operates south of Portland.
- Project Manager responsible for COA aimed at reversing on-going ridership declines in Manchester, NH, in a very financially constrained environment. Developed new service plan that will significantly improve service for most existing riders, and attract new riders with no increase in cost. MTA will implement the proposed changes in the summer of 2007.
- Project Manager responsible for developing, evaluating, and prioritizing transit improvements for Vermont's Addison County, which is a rural county that has been very successful in providing innovative transit services. Developed plan to improve and expand local services, improve and expand service between the county's three largest communities, and to expand and implement new commuter services, including from New York State.

### **Massachusetts Bay Transportation Authority, Boston, MA**

Director of Planning, 1993–1996

- Directed planning activities for the MBTA, the sixth largest transit agency in the United States, providing a mix of rapid transit, light rail, bus, commuter rail, ferry, and paratransit services. Responsible for both technical and policy aspects of short range service planning, long range capital planning, development of new services, assessment of existing services, and the development of improved methods to improve service quality and delivery. Also responsible for environmental compliance, community affairs, and scheduling.

### **Central Transportation Planning Staff (CTPS), Boston, MA**

Manager of Transit Service Planning, 1988–1993; Senior and Principal Transportation Planner, 1986–1988

- Managed department conducting operations and service planning studies for the MBTA and the Massachusetts Executive Office of Transportation and Construction (EOTC). Work consisted of technical studies to determine the costs and benefits of the new services and changes to existing services in terms of ridership, operating and capital costs, and air quality, traffic and other impacts.

### **Metropolitan Transportation Commission, Oakland, California**

Transportation Planner/Analyst, 1982–1986

- Acted as liaison between MTC and Santa Clara County Transit (SCCTD) and CalTrain with respect to service and funding issues for bus, light rail, and commuter rail service in the San Francisco/San Jose areas. Performed analysis of various operating strategies for commuter rail service.



# Cristina Barone, AICP

Associate Project Planner



Cristina Barone recently joined Nelson\Nygaard and brings more than five years of planning experience to the firm. She is passionate about transit planning and believes strongly in transportation equity. Cristina specializes in premium transit feasibility projects, transit development plans, transportation demand management, public involvement techniques, and infrastructure planning. She has participated in a wide variety of transit planning projects and has extensive experience with collecting and analyzing demographic data, using National Transit Database data, performing trend and peer analyses, reviewing local and state plans, conducting on-board surveys, and forecasting ridership.

## EDUCATION

M.A., Urban and Regional Planning, University of Florida, 2009

B.A., English, University of Florida, 2007

## EXPERIENCE

### Nelson\Nygaard Consulting Associates, Inc.

Associate Project Planner, 2013–Present

- **Chapel Hill Transit Strategic and Financial Plan**—Assisted with understanding and articulating agency needs, identifying strategies to meet future transit need, and evaluated options to meet future needs, including potential investments in new systems, structures, and services.
- **Ohio Statewide Transit Needs Assessment**—Assisted with examining existing service structures, system productivity, and regional development trends to quantify and qualify transit needs and demand in the State of Ohio.
- **Puget Sound Regional Council East Corridor TOD Implementation**—Assisted with implementation support of equitable facilities and services to provide access to existing and proposed high-capacity transit in the East Corridor.
- **Santa Monica Big Blue Bus Expo Line Integration**—Assisted with reshaping the transit system to interact effectively and leverage implementation of the Expo Line while improving local connectivity for non-light rail trips.

## PREVIOUS EXPERIENCE

### Tindale-Oliver & Associates, Inc.

Transit Planner, 2010-2013

- **Transit Development Plans**—Assisted with future-year planning efforts for agencies such as Broward County Transit (2013), South Florida Regional Transportation Authority (2013), Hillsborough Area Regional Transit (2012), and Pinellas Suncoast Transit Authority (2011).
- **Let's Get Moving Sarasota Mobility Plan, Sarasota, FL, 2013**—Assisted with evaluating streetcar alternatives as part of an initiative to integrate land use, transportation system planning and design, and transportation funding.
- **Space Coast Area Transit Title VI Plan, Cocoa, FL, 2013**—Assisted with analyzing local demographic data in Brevard County and developing service standards to meet FTA requirements.
- **SMART Connect Premium Transit Feasibility Study, Sarasota, FL, 2012**—Assisted with evaluating potential premium transit options that would produce a greater number of mobility choices for north-south travel within the Sarasota and Manatee Counties.
- **Clearwater Beach to Downtown Clearwater Evaluation of Transit Alternatives, Clearwater, FL, 2011**—Assisted with analyzing the Clearwater Beach to downtown Clearwater corridor for implementation of BRT as a near-term solution to increase mobility options, mitigate traffic congestion,

relieve parking demands, and provide a transportation option for residents and visitors of the beach to access businesses and events in downtown Clearwater.

- **LYNX Vision 2030, Orlando, FL, 2011**—Assisted with long-range strategic planning designed to identify how public transportation can develop for the next 20 years to meet the community's needs. The study focused on 22 corridors intended to grow into high-capacity service corridors with premium transit services such as BRT, express bus, light rail and/or street car services.
- **Greensboro Short Range Transit Plan, Greensboro, NC, 2011**—Assisted with activities related to service planning and route restructuring.

**Regional Transit System, City of Gainesville, FL**

Transit Planning Intern, 2008-2010

- Recurring duties included creating and administering surveys; collecting, tabulating, and analyzing data; and writing reports
- Projects included a Saturday bus service analysis, a grant proposal for the Renewable Energy and Energy-Efficient (RE & EE) Grant Program, a Limited-English Proficient (LEP) analysis, and a bus stop improvement plan



## SANDRA WALTERS President

### ACADEMIC BACKGROUND

Masters Degree in Marine Affairs, University of Miami, Florida, 1983

Bachelor of Science in Animal Behavior and Marine Biology, University of California, Davis, CA, 1974

### SPECIALIZED PROFESSIONAL COMPETENCE

Ms. Walters is a seasoned project administrator with 30 years of professional experience in South Florida. She has expertise in design and implementation of public information programs; review and development of comprehensive plans; and environmental assessments, planning, permitting and construction compliance. She has served since 2006 on the South Florida Regional Planning Council, appointed by Governors Bush, Crist, and Scott, and was chair in 2009. She also serves on EPA's Water Quality Steering Committee for the Florida Keys National Marine Sanctuary, and served as a Governor's appointee from 2000 to 2004 on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands.

### REPRESENTATIVE PROFESSIONAL EXPERIENCE

**Principal, SWC (Sandra Walters Consultants, Inc.), Key West (travel to all offices), FL, 1996 to present**

➤ **FDOT District Six Communication Services for Construction Projects, Monroe County**

Serving as communications project manager for all FDOT construction projects in Florida Keys. Work includes coordinating tasks and staffing for multiple assignments, and management of budgets and letters of authorization. SWC serving as prime firm, FDOT PM Charlie Phinizy, 305-289-6107.

➤ **FDOT District Six Design Phase Public Information Services**

Public information officer for design-level projects in Florida Keys, including Key West, Stock Island, Marathon, Big Pine Key, Cudjoe Key, Upper Sugarloaf Key, and Grassy Key. Services have included preparation and mailing of project information letters and news releases, holding public meetings, and preparing public information summaries. Prime firm Bermello-Ajamil, FDOT PM Maribel Lena 305-470-5349.

➤ **Atlantic Boulevard, Glynn Archer Drive and College Road, City of Key West, February-November 2010**

Provided public information and environmental services for three LAP projects in the City of Key West, including mailings, news releases public information meetings and summaries. Prime firm Corradino Group. City PM Janet Muccino 305-809-3867.

➤ **FDOT District Six PD&E Studies, Lower Matecumbe Key, Big Coppitt, and Sombbrero Beach**

Provided public involvement, planning and landscape architecture services for three Florida Keys PD&E studies, all of which had full public support at final public hearings. Prime firms respectively RS&H (FDOT PM Vilma Croft 305-470-5240), Corradino (FDOT PM John Dovel 305-470-5342), and URS (FDOT PM Vilma Croft 305-470-5240).

➤ **Key West-Stock Island US Highway 1 Corridor Study, Monroe County, March 2005-August 2006**

Provided public information services, including coordination with affected businesses and other interested parties, preparing and distributing informational materials and news releases, and hosting a well-attended planning charrette. Prime firm Corradino, County PM Jose Papa 305-289-2514.

➤ **Environmental Compliance, FDOT District Six US Highway 1 South 1st Phase, November 2004-September 2009**

Served as environmental compliance leader for design-build contracting team; work included benthic resources data collection in Jewfish Creek area, assistance with processing permit modifications, and training of construction staff regarding wetlands and listed species permit requirements. Prime firm Jacobs & Assoc., FDOT Env PM John Palenchar 305-470-5223.

➤ **Wetland Avoidance Mapping for Wastewater Project, Florida Keys Aqueduct Authority, August 2009-present**

Conducted field review of wetlands in and adjacent to planned central wastewater collection system on Summerland, Cudjoe and Upper Sugarloaf keys; prepared maps and reports identifying potential impacts and avoidance opportunities. Prime firm Matthews Consulting, Inc., FKA PM Julie Cheon 305-295-2179.

➤ **City of Key West Bahama Village Redevelopment Plan Update**

Member of team that updated community redevelopment plan. Primary roles—environmental and public facilities planning; and public involvement, including preparation and distribution of project newsletters and news releases; and development and implementation of proactive community involvement process. Prime firm The Craig Company, City PM Bill Harrison, retired, now Doug Bradshaw 305-809-3792.



➤ **City of Key West Economic Development Conveyance Application**

Member of team that developed EDC application for surplus Navy properties. Primary roles—planning and implementing meetings with local officials and interest groups, coordination of public workshops and presentations, and public facilities and environmental data collection and analysis. Prime firm RKG Associates, Inc., City PM Bill Harrison, retired, now Doug Bradshaw 305-809-3792.

➤ **City of Key West Navy Base Reuse Plan**

Member of team that evaluated surplus Navy properties in Key West, and developed plan for reuse which addresses local needs and concerns. Primary role—planning and environmental assessments, including SCUBA examination of Mole Pier at Truman Waterfront. Prime firm Bermello-Ajamil, City Project Manager Bill Harrison, retired, now Doug Bradshaw 305-809-3792.

➤ **S. Roosevelt Seawall Repair Seagrass Monitoring, Key West**

Supervised assessment and documentation of seagrasses in vicinity of seawall undergoing repairs, including field data collection, update of CAD files delineating seagrass line, measurement of seagrass impacts in project area for mitigation purposes, and report preparation. City PM Janet Muccino 305-809-3867.

➤ **Smathers Beach Seagrass Mitigation Monitoring, Key West**

Member of team that conducted field monitoring of seagrass mitigation project for City of Key West. Roles included field personnel establishing monitoring sites, collecting required data, supervising surveyor, assisting with preparation of monitoring reports, and providing local liaison with City and base of operation for work. City PM Janet Muccino 305-809-3867.

**Vice President & Manager of Environmental & Permitting Division, H.J. Ross, Coral Gables, FL, 1994-1996**

➤ **US Highway 1 South Project, from Key Largo to Florida City, September 1994-May 2006**

Served as consultant project manager to assist FDOT District 6 in permitting for expansion of US Highway 1 South, including construction of new bridge with 65 foot water clearance at Jewfish Creek. Permits were required from U.S. Coast Guard, South Florida Water Management District, and USACE, and coordination with Dade County Department of Environmental Resources Management. Work included preparation of permit applications; creating CADD generated permit sketches; responding to information sufficiency reviews (including extensive evaluation of potential secondary impacts of project on community and

environment); supervising field investigations for construction projects and associated mitigation (including mangrove, seagrass, and freshwater emergent habitats); public information; and coordinating with many commenting agencies. FDOT PM Barbara Culhane 305-470-5231.

**RELEVANT PROFESSIONAL REGISTRATIONS/AFFILIATIONS/CERTIFICATIONS**

- Former president, Monroe County Federation of Chambers of Commerce; former president, Lower Keys Chamber of Commerce.
- Associate member, Marathon and Lower Keys Association of Realtors
- Member, EPA Water Quality Steering Committee for Florida Keys
- Former chairperson (2002-2007), Key West Utility Board Advisory Committee
- Served since 2005 appointed by Governors Bush, Crist and Scott to the South Florida Regional Planning Council, a board that oversees planning and regional issues for Broward, Dade and Monroe counties. Was chair in 2009 and presently serving again on executive committee.
- Appointed in May 2000 by Governor Bush to four-year term on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands
- Certified Disadvantaged Business Enterprise (DBE), Florida Department of Transportation, State of Florida Dade, Broward, Monroe and Lee counties; Small Business Enterprise (SBE), South Florida Water Management District; Woman-owned Small Business (WOSB) with federal government.
- Member, Florida Association of Environmental Professionals and South Florida chapter
- Member, National Water Resources Association and Florida chapter



# Nancy Barta

## Public Information Specialist



### Education

Florida Real Estate License, Cosmetology License, High School Graduate Beaver Falls, PA 1972

### Specialized Professional Competence

Ms. Barta is accomplished in the field of interpersonal communications in both English and Spanish. She has lived and worked for many years in the Florida Keys, during which time she has excelled in communications associated primarily with sales. This understanding of people's needs and wants is critical for achieving effective communication resulting in providing a thorough response to public concerns and questions. With SWC, she is assisting in all aspects of communications services for public agency clients, including coordinating with agencies and the public, preparing for and conducting mailings and public meetings, and preparing summaries of public input and outreach efforts.

### Representative Professional Experience

**Office Administrator & Public Information Specialist, SWC**, June 2013 to present, PM Sandra Walters, 305-294-1238

Ms. Barta is responsible for the day-to-day office management, including fielding and answering calls from clients and associates. She manages mail, printing services, and provides income and expense information to the company bookkeeper, as well as serving as staff support for compilation of work products and other project needs.

Ms. Barta also provides communications services associated with assignments. This work includes coordination with project outreach partners; taking notes to document input at public meetings; preparing project communications plans; location and reservation of venues for public information meetings; acquiring, sorting and editing project mailing lists from the Property Appraiser and printing mailing labels; preparing and processing mailings; preparing and distributing news releases to local media and fact sheets to the public; preparing all collateral materials for public meetings including sign-in sheets, informational handouts, comment forms and name tags; providing services at public meetings including setting up and breaking down the meeting, assisting the public to sign in and to fill out comment forms, and

taking photos; and preparing public information summary reports.

➤ **“Put It Down” Distracted Driving Campaign, FDOT District Six**, 2013, PM Carlos Sarmiento, 305-470-5437

Ms. Barta recently was in charge of the Put It Down, 2013 campaign in Monroe County. This included assisting in development of the community awareness plan, successfully communicating project information and addressing any concerns while gaining participation from all local governments, educational institutions, and other health and public safety organizations; coordinating with local partners, as well as acquiring logos from all partners for incorporation into promotional materials; and assisting with the campaign kickoff meeting. As a result of her work, eight special events at venues throughout the Keys were held to raise awareness in young people, two of which were entirely planned and implemented by Ms. Barta. She also prepared summary information on how many people the campaign reached.

➤ **Monroe County Construction Communications Contract, FDOT District Six**, PM Charlie Phinzy, 305-289-6107

Participate in assignments, including attending kickoff and progress meetings for different projects. For the controversial North Roosevelt Boulevard project, Ms. Barta recently attended and assisted FDOT at a major town hall meeting and also a presentation to the local Chamber of Commerce when FDOT Secretary Prasad from Tallahassee came to Key West to participate. She is currently serving as PIS on three smaller assignments—Long Key, Saddlebunch Key and Ramrod to Big Pine keys—and is fully trained on all tasks associated with running a communications campaign, including preparing the initial project summary or community awareness plan, fact sheet or newsletter, notification letters, and news release; setting up and updating websites; providing lane-closure notices; setting up and maintaining the project website; and responding to calls and emails with comments or requests for information.





**Marketing and Sales Manager, 'Reelin In The Keys' TV show, Key West, 2012 to present, PM Fred 'Fernando' Barta, 305-407-4357**

Ms. Barta is responsible for making contact, researching target areas and reaching out to potential advertising clients for the TV series 'Reelin In The Keys.' She has also helped with AV recordings & presentations of the show. She establishes a professional relationship with clients, keeping them informed as to any updates and changes in schedule, maintaining communication and keeping the information stream current throughout the length of the scheduled contract. It is this understanding of communication and the importance of working relationships that has paved a solid path for the TV series to achieve National syndication and spread the word about the Keys throughout the U.S.

**Retail Sales, Imagination Station and Fantasy Costumes, Key West, FL, 2012-2013, PM Donna Nelson, 305-395-1703**

In taking a break from her previous timeshare sales career, Ms. Barta worked retail sales assisting customers in their shopping experience for fun and pleasure. She determined the needs and wants of customers, helping them to locate merchandise and make selections in the stores. Her goal was always to result in a satisfied customer.

**Timeshare Sales Executive for The Galleon Resort, Key West, FL, 1995-2012, PM Colette Rodriguez, 305-296-7711**

Ms. Barta took care of a multitude of clients each week at The Galleon Resort, booking tours, making restaurant reservations, printing services and acting as a liaison between guests and the hotel. She also provided crisis communication, in many instances helping fulfill the resort's and her guests' needs. As a Florida State licensed real estate sales agent, it was her responsibility to perform weekly customer surveys to determine the wants and needs of her clients. She presented the unique features and benefits of the Resort, answering questions and positively responding to client objections and concerns. She prepared necessary sales documents and collected necessary client information for an effective transaction, taking the sale through to fruition until payments were processed and secured. After the sale, she maintained a healthy ownership base requiring her to do intensive follow up with her clients year round. She also won many awards for top sales performance. She was also involved in planning and implementing special events for her clients.

**Timeshare Sales Person, Cancun Mexico, 1985-1995, PM Robert Morton, +52-998-881-0500**

Ms. Barta spent 10 years in the hospitality/sales industry in Cancun, Mexico speaking the native language. While living in Cancun, she progressed from salesperson, surveying all of her clients, to managing an in-house sales program, hiring, training a staff of Spanish-speaking sales people in Spanish, developing speeches and talking points for her staff and team supervision. She was also responsible for designing and printing both English and Spanish collateral materials for meetings. With this responsibility came the crisis communication she did between her English speaking clients and the Mexican Owners of the resort. She also planned and participated in many different special events held for the guests and dignitaries of the resort. After Ms. Barta redesigned this program, it became the most successful in-house sales team in Cancun.

**Professional Registrations/  
Affiliations/Certifications**

Florida Notary

**Technical Skills**

Microsoft Office suite, including Microsoft Project and Publisher

Specialized real estate programming

