

SECTION 4

QUALIFICATION'S OFFER COVER SHEET

OFFEROR'S NAME (Name of firm, entity, or organization):	
HDR Engineering, Inc.	
FEDERAL EMPLOYER IDENTIFICATION NUMBER: 47-0680568	
NAME AND TITLE OF OFFEROR'S CONTACT PERSON:	
Name: Will Suero, PE	Title: Vice President
MAILING ADDRESS:	
Street Address: 5310 NW 33rd Avenue, Suite 212	
City, State, Zip: Ft. Lauderdale, FL 33309	
TELEPHONE: (954) 535-1876 FAX: (954) 535-1076	
OFFEROR'S ORGANIZATION STRUCTURE:	
<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Proprietorship <input type="checkbox"/> Joint Venture <input type="checkbox"/> Other (explain):	
IF CORPORATION:	
Date Incorporated/Organized: Founded in 1917, Incorporated as HDR Engineering, Inc. 03/19/1985	
State of Incorporation/Organization: Nebraska	
States registered in as foreign Corporation:	
OFFEROR'S SERVICES OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR: Water and Wastewater (Master Planning and Modeling, Asset Management, Water Supply and Treatment, Water Reuse Planning and Treatment, Wastewater Treatment and Disposal) , Environmental and Resource Management , (Power Generation and Delivery, Renewable Energy, Solid Waste Management, Water Resource Management, Coastal Environmental and Restoration, Community Planning, Environmental Analysis and Documentation, Strategic Management Consulting, Air Quality and Atmospheric Sciences)	
LIST NAMES OF OFFEROR'S SUBCONTRACTORS AND/OR SUBCONSULTANTS FOR THE SINGLE CATEGORY OR COMBINATION OF CATEGORIES OF SERVICES OFFERED:	
CTS Engineering, Inc. – Data Collection MRG, LLC – Public Relations/Public Information Clary Consulting, LLC - Financial Planning/Analysis	
OFFEROR'S AUTHORIZED SIGNATURE:	
The undersigned hereby certifies that this Offer is submitted in response to this Solicitation.	
Signed by: _____ Date: _____	
Print name: Will Suero, PE Title: Vice President	

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MAY DEEM YOUR OFFER NON-RESPONSIVE**

Chapter 1 Letter of Intent	1
Chapter 2 Qualifications Offer Cover Sheet	6
Chapter 3 Offeror's Statement of Organization	7
Chapter 4 Personnel	12
Chapter 5 Offeror's Disclosure of Subcontractors	68
Chapter 6 Offeror Qualification Form	69
Chapter 7 Financial Stability.....	71
Chapter 8 Financial Statement.....	72
Chapter 9 Litigation History	86
Chapter 10 Insurance Requirement	88
Chapter 11 Criminal Convictions.....	89
Chapter 12 Offeror's Non-Collusion Certification	90
Chapter 13 Independence Affidavit	92
Chapter 14 Drug-free Workplace Affidavit.....	94
Chapter 15 Amendment Acknowledgement Form.....	95
Chapter 16 Anti-Kickback Affidavit	96
Chapter 17 Non-discrimination Affidavit	97
Chapter 18 Accuracy of Proposal Certification.....	98
Chapter 19 DBE Participation Statement and FDOT Bid Opportunity List	100

July 1, 2011

Roger Del Rio
Project Coordinator
Broward Metropolitan Planning Organization
Trade Centre South
100 West Cypress Creek Road, Suite 850
Fort Lauderdale, FL 33309

Re: RFQ #11-01, TRANSPORTATION PLANNING SERVICES

Responsible Office:	HDR Engineering, Inc.	Will Suero, PE
and Contact:	5310 NW 33rd Avenue, Suite 212	Vice President
	Ft. Lauderdale, FL 33309	954-535-1876

Federal Employer ID No: 47-0680568, **FDOT Prequalified:** Group 13 Planning (13.3, 13.4, 13.5, 13.6, 13.7)

Dear Mr. Del Rio:

The Broward Metropolitan Planning Organization (BMPO) is becoming recognized as a leader for integrated transportation planning in the state of Florida. The MPO's 2035 Long Range Transportation Plan emphasizes moving people and goods by all modes, and focuses on livability and the interaction between roadway and transit systems and the destinations and places these systems are designed to serve. The HDR Team has unparalleled South Florida and national experience with all aspects of General Transportation Planning programs, and is excited by the opportunity to assist the MPO in implementing its ambitious plans for system improvements to serve the County's existing and emerging mobility hubs. The local experience and national expertise of our team members enables us to provide the BMPO with a technical talent pool necessary to accomplish all diverse future technical needs anticipated in this contract.

The HDR Team brings exceptional benefits to the BMPO:

- Our team understands that improving mobility in an urban context means more than simply reducing levels of service on the regional road network—we appreciate how land use mix, development intensity, and urban form affect travel behavior and are experienced in planning for multi-modal investments that advance community goals for livability, sustainability, and economic vitality;
- We recognize the important role planning and design plays in maximizing the benefits of local government investments—achieving objectives for the creation of

Letter of Intent

functional, safe, attractive, and context-sensitive streets, transit facilities, and support infrastructure will be critical to the long-term success of the MPOs program;

- We understand the need to prioritize projects that maintain and protect the capacity of the region's investment in existing infrastructure, including ITS projects, as well as Corridor Management/TSM projects;

- HDR's **Sustainable Return on Investment (SROI)** tool can help test the true value of projects and provide valuable information to decision makers by assigning monetary values to all reasonable costs and benefits—economic, social and environmental;

- Use of already developed and tested **GIS-tools and macro-based post processors** will ensure streamlined review and mapping of model inputs and outputs saving project cost and time;

- innovative strategies to help stakeholders understand conditions, explore opportunities, and build consensus around realistic plans, policies, and mobility investment strategies. Through the application of visioning, visual preferencing, and priority setting processes, we have helped communities resolve a range of complex mobility planning, land use, and development issues. Team leaders are practiced in the art of facilitation and public communication, and can effectively engage all segments of the population;

- Development of accurate cost estimating and revenue projections based on best available data and appropriate level of detail for needed, planned or programmed projects;

- A team that includes funding, modeling, sustainability, FTA and graphics experts "

- A team of subconsultants - **MRG, LLC** (DBE), **CTS Engineering, Inc.** (DBE), and **Clary Consulting, LLC** – who complement and enhance our team.

We recognize that the members appointed to the MPO serve because they want to improve the communities in which they live. Our 5C approach to transportation planning is also about "**Creating Places Where People Want to Be**" by providing **Communities** with desired transportation **Choices**, adequate system **Capacity**, proper **Calming** measures that optimizes mobility, and strategic **Connections** between systems and people that ensure an integrated system.


HDR is proud to present a team of highly qualified individuals and firms who stand ready to act as an extension of your staff. We look forward to working with you and the BMPO staff to fulfill your mission and realize the community's vision. Very truly yours,

HDR ENGINEERING, INC.


Will Suero, PE
Vice President


Executive Summary

The HDR Team's resources include well-respected national technical experts who collectively offer diverse expertise in every required discipline outlined in the Scope of Services, supplemented with local partners with specific discipline expertise on similar programs throughout Florida.

 **HDR** Engineering, Inc. will serve as the prime consultant on this contract. In that role, we will be responsible for the execution of the contract to ensure timely completion of the project(s) within schedule and budget. HDR's transportation and transit planning experts thoroughly understand the coordination and communication requirements that set transportation/transit projects apart from many other public works projects. Repeat Transportation Planning clients in South Florida, Orlando, Tampa, and throughout the United States rely on HDR for extended planning and engineering service for their transportation/transit systems.

Engineering News-Record (ENR) has ranked HDR as No. 8 in the top 20 transportation firms and No. 7 in Mass Transit and Rail in the United States. Today, our 7,800+ employee-owners offer unique and integrated expertise from more than 185 offices worldwide. HDR has been part of the Florida landscape since opening an office here in 1974 and has offices in Miami, Fort Lauderdale, West Palm Beach, Jacksonville, Orlando, Pensacola, Sarasota and Tampa, along with numerous construction management offices throughout Florida. More than 300 HDR employees in Florida offer a full range of planning, engineering, architectural, environmental, and construction management consulting services to both public and private sector clients. We will provide additional depth of experience and expertise to the BMPO staff with tools to assist staff in meeting the goals of the MPO.

 **Media Relations Group, LLC (MRG)** excels in developing and executing the client's message through the use of multilingual materials such as fact sheets, presentations, and signage. For example, MRG provided public involvement support for the South Florida Regional Transportation Authority Tri-Rail Transit Development Plan, which covered the Tri-County area. MRG facilitated public comment from more than 1,500 people through Tri-Rail station meetings, community public meetings, and one-on-one surveys conducted of Tri-Rail and transit users. The information gathered was critical to the improvements being recommended to Tri-Rail for their TDP. MRG organized these meetings, prepared trilingual surveys, gathered the data, charted the data for the report and organized staff for all events.

 **Clary Consulting, LLC (CCL)** has extensive experience directly related to the development, design, financing, construction and operation of complex infrastructure projects, with a strong focus on transportation. In a world of limited resources specialists such as CCL provides valuable financial expertise not usually found within one firm. Their primary

Executive Summary

focus is on revenue and finances, but they also have extensive experience in the areas of project development and delivery methods including outsourcing, public-private partnerships, and the interaction with the private sector from a policy perspective. In addition, the firm has extensive experience in the development of transit oriented development projects and in high level negotiations between the private sector and government and government to government in complex project structures.



CTS Engineering, Inc. is a privately owned data collection and engineering support firm founded in 2009. The firm is owned and operated by Sheng (Sam) Yang, M.S. PE, PTOE. Mr. Yang has served FDOT and many local governments, such as Miami-Dade County/MPO, City of Miami, City of Coral Gables, City of West Miami, and Village of Palmetto Bay, etc. He has provided professional services in Florida SIS Facility Planning, PD&E corridor studies, multimodal corridor action plan/master plan development, traffic impact analysis and reviews, GIS application, software development, traffic simulation, traffic data collection, traffic operational analysis, long range travel demand forecasts, traffic calming study, school zone study, and local government transportation system master plan development.

The HDR Team will meet the specific needs of the BMPO by proposing a highly qualified team with relevant and specific expertise on past transportation planning projects. **An important feature** of our project organization is that our **Project Manager, Mindy Heath, AICP has demonstrated and relevant experience** in transportation planning with MPOs, and will be supported by our **Deputy Project Manager, Steve Schukraft, AICP who has extensive experience** in the urban design and transportation planning. Mindy has successfully served as the Project Manager for the Lake-Sumter MPO and the West Florida Regional Planning Council continuing services contracts and understands the specific rules and requirements under which they operate. Mindy and Steve will lead a team of technical experts that are skilled in every Scope of Services element identified by the BMPO for this contract. **Our team is structured to provide a balance of strong local project and client management and technical leadership supported by world-class professional and technical expertise.**

Based on HDR's significant past experience executing similar planning services contracts, we have developed an approach to assemble and manage task-specific project teams that offers flexibility and diverse technical capabilities to perform multiple functions concurrently. Our proposed planning team is organized into three major components:

- **Project Leadership** – Providing overall project management, technical oversight, and client coordination, from our South Florida Offices (Miami/Ft. Lauderdale)
- **Quality Program** – Providing senior technical guidance and quality control management and reviews, across each unique technical discipline area.
- **Professional and Technical Support** – Providing expertise in all technical disciplines identified in the Scope for this contract. **Technical task leaders will**

report directly to our Project Manager (Mindy Heath), and will draw from a broad/deep talent pool to execute specific assignments.

The strength of our project team organization is that it provides a framework that allows all areas of expertise to function seamlessly as one integrated project team.

The **management plan** for a continuing contract is as strong as the foundation on which it is built. The HDR Team brings a solid foundation to the BMPO for this contract. Our building blocks include:

- An experienced, talented project team
- Successful similar project experience
- A strong commitment to the BMPO and our Community

Efficient communication and updates will result in meeting the BMPO's schedule and budget expectations and provide a quality product. This is doubly important on a continuing services contract, during which multiple assignments could be running concurrently. An experienced project manager, Mindy recognizes the importance of empowering her team to move forward with their task responsibilities. She will review each work order, identify the most qualified staff to respond to the MPO and conduct a work task meeting with the appropriate team members as soon as the work order is issued. She will also track their progress and discuss approaches and solutions to project issues with both the project team and BMPO. Mindy will maintain open communication with BMPO staff throughout the project and will ensure that our team is quickly available to the MPO. Our Team will remain focused on the project objectives, the right solutions and quality products.

The HDR Team will function collaboratively under the direction of the Project Manager and the guidance of Technical Advisors to meet all the needs of the BMPO and execute all assignments under this contract. The project leadership will draw upon all the team resources including technical personnel and internal HDR project management tools which include audits to ensure that the **Quality Program** is executed on all task orders. Quality is of utmost importance to the HDR Team, not only because of client requirements, but also because it is vital to our continued professional and commercial viability. All projects at HDR are required to have a **customized Project Quality Control Plan (PQCP)**. This outlines all client requirements and assures clear assignments of responsibilities to all HDR Project Team members. The PQCP defines and outlines specific actions and procedures to be used to achieve the task order goal of quality professional services. This plan also delineates who will be responsible for these actions and when they should occur. The scale, detail, and form of the PQCP will be tailored to the scope of each client, and their projects.

The HDR Team is strong, we have proven expertise in providing continuing services, our management plan is in place and we are committed to meeting the MPO's budget and schedule expectations.

SECTION 4 QUALIFICATION'S OFFER COVER SHEET

OFFEROR'S NAME (Name of firm, entity, or organization):	
HDR Engineering, Inc.	
FEDERAL EMPLOYER IDENTIFICATION NUMBER: 47-0680568	
NAME AND TITLE OF OFFEROR'S CONTACT PERSON:	
Name: Will Suero, PE	Title: Vice President
MAILING ADDRESS:	
Street Address: 5310 NW 33rd Avenue, Suite 212	
City, State, Zip: Ft. Lauderdale, FL 33309	
TELEPHONE: (954) 535-1876 FAX: (954) 535-1076	
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IF CORPORATION:	
Date Incorporated/Organized: Founded in 1917, Incorporated as HDR Engineering, Inc. 03/19/1985	
State of Incorporation/Organization: Nebraska	
States registered in as foreign Corporation:	
OFFEROR'S SERVICES OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR: Water and Wastewater (Master Planning and Modeling, Asset Management, Water Supply and Treatment, Water Reuse Planning and Treatment, Wastewater Treatment and Disposal) , Environmental and Resource Management , (Power Generation and Delivery, Renewable Energy, Solid Waste Management, Water Resource Management, Coastal Environmental and Restoration, Community Planning, Environmental Analysis and Documentation, Strategic Management Consulting, Air Quality and Atmospheric Sciences)	
LIST NAMES OF OFFEROR'S SUBCONTRACTORS AND/OR SUBCONSULTANTS FOR THE SINGLE CATEGORY OR COMBINATION OF CATEGORIES OF SERVICES OFFERED:	
CTS Engineering, Inc. – Data Collection MRG, LLC – Public Relations/Public Information Clary Consulting, LLC - Financial Planning/Analysis	
OFFEROR'S AUTHORIZED SIGNATURE:	
The undersigned hereby certifies that this Offer is submitted in response to this Solicitation.	
Signed by: _____ Date: _____	
Print name: Will Suero, PE Title: Vice President	

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SECTION 14 STATEMENT OF ORGANIZATION

1. Full Name of Offeror: HDR Engineering, Inc.

Principal Business Address, Phone and Fax Numbers:

5310 NW 33rd Avenue, Suite 212,

Ft. Lauderdale, FL 33309

954-535-1876

fax: 954-535-1076

2. Principal Contact Person(s):

Will Suero, PE, Vice President

3. Form of Offeror (**Corporation**, Partnership, Joint Venture, Other):

4. Provide names of partners or officers as appropriate and indicate if the individual has the authority to sign in name of Offeror. Provide proof of the ability of the individuals so named to legally bind the Offeror.

Name	Address	Title
<u>Will Suero, PE,, 5310 NW 33rd Avenue, Suite 212, Ft. Lauderdale, FL 33309, VP</u>		

HDR is a company of 7800 employees. The list of officers is available upon request.

If a corporation, in what state incorporated: Nebraska

Date Incorporated:	<u>March</u>	<u>19</u>	<u>1985</u>
	Month	Day	Year

8. County or Municipal Business Tax Receipt No.
315-782 - Broward County Tax Receipt No.
(Attach Copy)

Social Security or Federal ID No.
47-0680568

9. List states and categories in which your organization is legally qualified to do business. Indicate registration or license numbers, if applicable. List states in which partnership or trade name is filed.

HDR Engineering, Inc. is licensed to provided consulting services in all 50 U.S. States.
In each state our firm maintains the appropriate licenses and registrations to conduct
business. To ensure a concise and manageable submittal, HDR will be glad to provide
all of the licenses under separate cover at the request of the MPO

10. Have you ever failed to complete any work awarded to you? Yes _____ No
X

If so, note when, where and why:

11. Within the last five years, has any officer or partner of your organization ever been an officer or partner of any other organization that failed to complete a contract?

Yes _____ No X If yes, attach a separate sheet of explanation.

12. Within the last five years, have you ever had a performance, payment or bid bond called?

Yes _____ No X If yes, attach a separate sheet of explanation.

13. Have you, any officer or partner of your organization, or the organization been involved in any litigation or arbitration against the BMPO?

Yes _____ No X If yes, attach a separate sheet of explanation.

14. Within the last five years, have you, any officer or partner of your organization, or the organization been involved in any litigation or arbitration against any other governmental entity in Florida?

Yes _____ No X If yes, attach a separate sheet of explanation.

15. On a separate sheet, describe the management systems and reporting systems that your organization will utilize to perform the services described in this request for proposals.

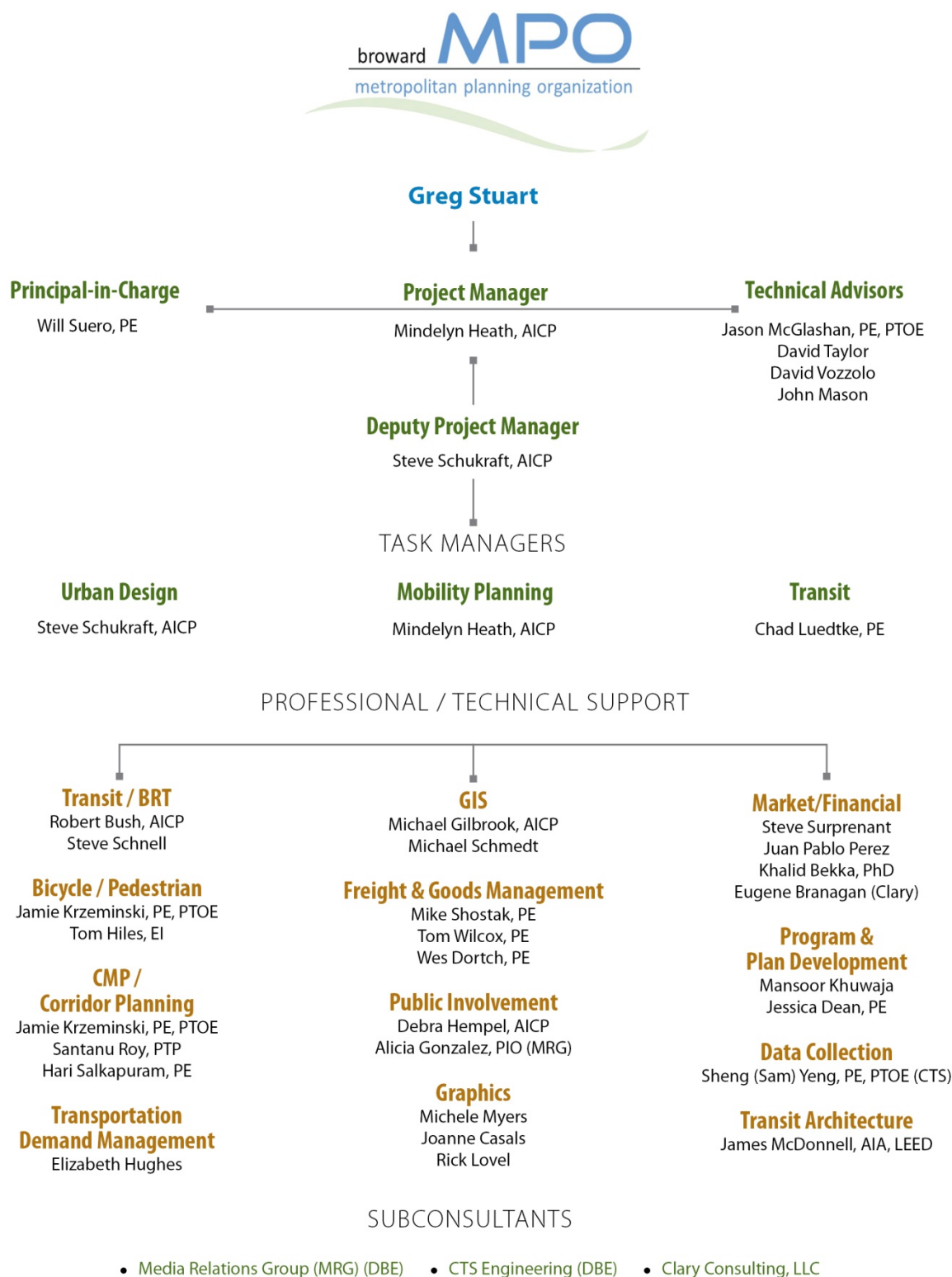
_____	Vice President
Signature	Title

Will Suero, PE	_____
Name	Date

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Chapter 3 – Organization Chart



Will Suero, PE Principal-in-Charge

Education

BS, 1990, Civil
Engineering

Professional Registration(s)

Professional Engineer,
Florida #49224

Professional Engineer,
California #52834

Industry Tenure

21 years

HDR Tenure

10 years

Mr. Suero has 20 years experience in the Project management and design of transportation engineering projects, including on FDOT projects since 1994. Further, he has served as Project Principal on projects for HDR Engineering in South Florida since 2001. He has also supervised and directed technical staff in the preparation of all components of roadway plans for FDOT, county and private development Final Engineering and PD&E projects including geometrics, drainage, traffic control, signing and pavement marking, signalization, lighting, environmental permitting and utilities coordination. Finally, Mr. Suero also has significant experience in a responsible role on Program Management/General Engineering Consultant services for Municipal clients as well as for the Florida Department of Transportation and on Transit Planning Studies and Programs.

I-75 PD&E Study FDOT District 4. Project Manager for multi-model Project Development and Environment (PD&E) Study in Broward and Miami Dade Counties. The Broward County I-75 roadway improvements extend from the Broward County line north of the interchange with the Florida Turnpike to the I-595/Sawgrass Expressway interchange. These improvements consist of widening I-75 to accommodate the travel demand, potentially with reversible or

special use lanes in the median, the addition of auxiliary lanes, interchange modifications and bridge widening or replacements. The PD&E Study also includes an evaluation of up to 10 transit corridors to connect a future transit guideway within the I-75 Right of Way in Broward County to one of several existing of planned Miami-Dade Transit system in Miami-Dade County. The systems include the existing mainline Metrorail, the I-95 express BRT System of the planned North Corridor Metrorail extension. Work effort culminated in the development of a Transit Corridors Evaluation Report that led to a preferred alternative that was included in the Miami-Dade County 2035 LRTP.

Broward County Aviation, General Engineering Consultant, Ft. Lauderdale, FL. HDR is one of three teams providing general engineering services via a five-year, \$9.3 million task order contract with the Broward County Aviation Department, which

manages FLL and a private airport. We are leading a team of seven subconsultants conducting work primarily at FLL.

The scope of work could include environmental engineering services; airside infrastructure studies and improvements; safety, security and communication projects; tenant improvements; airport facility refurbishments and improvements; terminal development improvements; landside infrastructure studies; airport development; and airport capital project support.

South Florida Regional Transit Study for the Regional Transportation Organization (RTO). Project engineer for this Regional Transit Study project. Responsibilities include Community Outreach and Consensus Building Program focused on obtaining public opinion and priorities of transit needs and opportunities throughout South Florida. Activities include Public Workshops with local and state elected officials as well as concerned citizens/business interests to determine the communities concerns and priorities. Activities also include active participation in the steering committee for the planning of the 2002 South Florida RTO Transportation Summit.

South Florida Regional Transportation Authority, General Planning Consultant – Broward Boulevard Transit Corridor Study, Ft. Lauderdale, FL. Project Manager for this study will evaluate transit options for Broward Boulevard from US 441 (SR 7) to US 1 (SR 5), as one of the priority projects from the recently adopted Broward 2035 LRTP. HDR conducted a Broward Blvd. Technical Workshop involving all agency Partners and Municipal Stakeholders to gain input and share information on applicable technologies for the corridor. The project also included a summary of existing traffic data, level of service, and existing signals.

City of Hallandale Beach 2030 Transportation Master Plan Principal Engineer for the project which consists of development of a long-range transportation master plan for the City of Hallandale Beach. Project included participation in public meetings and presentations to the City Commission, analysis of short range and long-term transportation alternatives, preparation of cost estimates, preparation of a citywide Transportation Master Plan. The Scope of the plan included highway improvements, corridor identification/analysis, traffic modeling, transit and pedestrian and bicycle modes.

References:

Ray Holzweiss, FDOT District 4, (954) 777-4425.

Vanita Sharma, FDOT D4, 954-734-5366

Donovan Pessoa FDOT D4, , 954-734-5367

Mindelyn Heath, AICP
Project Manager

Education

B.S., 1994,
Environmental
Design, Urban
Planning, Ball State
University

B.U.P.D., 1994,
Urban Planning and
Development, Ball
State University

**Professional
Registration**

American Institute of
Certified Planners,
#015495

Industry Tenure
15 years

HDR Tenure
10 years

Ms. Heath is a Senior Transportation Planner with HDR. Her experience with HDR involves a variety of projects including Long Range Transportation Plans, Environmental Impact Statements, Project Development & Environment (PD&E) Studies, Sector Planning, Corridor Studies, and review of Developments of Regional Impact traffic analyses for government agencies.

When Ms. Heath joined HDR in 2000, she brought over four years of local government experience to the firm, having served as the Supervisor of the Transportation Planning and Engineering Section for Alachua County, Florida Public Works. Since joining HDR, she has demonstrated expertise as an effective project manager working with key HDR clients. Her experience includes:

Lake-Sumter MPO On-Call Engineering Services for Transportation Planning, Florida. Ms. Heath is serving as a Project Planner to provide on-call transportation engineering services to the Lake-Sumter MPO. The first task was to review the local government Comprehensive Plans for consistency with the LRTP Cost Feasible Plan. The two elements of the Comprehensive Plans reviewed were the Capital Improvements Element and the Transportation Element. These elements were reviewed in order to identify inconsistencies on the MPO cost feasible plan projects. The second task order was to develop a TCEA for the City of Tavares. HDR is serving as an extension of staff during this contract.

West Florida Regional Planning Council (WFRPC) General Planning Consultant, Florida. HDR served as the general planning consultant for six years. Ms. Heath has served as the Project Manager and has led the Public Involvement tasks for the following three Long Range Transportation Plans:

- **Florida Alabama TPO 2025 Long Range Transportation Plan** – Ms. Heath led the public involvement for the LRTP for the Florida Alabama TPO covering Escambia and Santa Rosa counties. This project employed visual choice assessment surveys (VCAS) as a public involvement technique to develop the plan.
- **Bay County TPO 2030 Long Range Transportation Plan** –Ms. Heath led the

Chapter 4 - Personnel

public involvement for the LRTP for the Bay County TPO. This project is being completed concurrently with the Florida Alabama TPO LRTP.

- **Okaloosa Walton TPO 2030 Long Range Transportation Plan** - Ms. Heath led the public involvement the Okaloosa-Walton 2030 Long Range Transportation Plan (LRTP). Public involvement activities included meetings with the Technical Coordinating Committee, Citizens and Bicycle/Pedestrian Advisory Committees; 5 newsletters; 18 public meetings, a public hearing and a Visual Choice Assessment Survey (VCAS).

Orlando Urban Area Year 2025 Long Range Transportation Plan, Florida. – Ms. Heath served as HDR's Public Involvement Task Manager for the METROPLAN ORLANDO Long Range Transportation Plan 2025 update. A key project objective is effectively involving numerous users and stakeholders of the transportation system in crafting both the direction and content of the OUATS 2025 Transportation Plan. To that end, Ms. Heath's responsibilities have included organizing and staffing five transportation fairs; coordinating project newsletters, *Community Connections*, and display graphics; and conducting a public opinion exploratory study, web- and paper-based, that elicited over 1,600 responses.

MacDill Air Force Base Transportation Study, Florida. Ms. Heath is serving as Project Manager for the MacDill AFB Transportation Study which is being conducted to identify needed short-term and long-term improvements for the transportation system at MacDill AFB, focusing on bicycle, pedestrian and parking in the US Special Operations Command (SOCOM) and US Central Command (CENTCOM) areas of the base.

References

T.J. Fish, Lake-Sumter MPO Executive Director, 352-315-0170

Mary Robinson, West Florida Regional Planning Council Executive Director, 850-332-7976 , X229

Christina Hummel AICP, IAP Worldwide Services Base Community Planner, 813-828-0836

Steven W. Schukraft, AICP Deputy Project Manager

EDUCATION

Master of Arts,
Planning
University of Virginia,
1992
Graduate Study in
Architecture
University of South
Florida, 1990
Bachelor of Arts,
Political Science
University of South
Florida, 1985

PROFESSIONAL CERTIFICATIONS

American Institute of
Certified Planners

PROFESSIONAL MEMBERSHIPS

American Planning
Association
Congress for New
Urbanism
Urban Land Institute

HDR TENURE

3 years

INDUSTRY TENURE

24 years

Steve Schukraft is an accomplished city planner with experience helping communities improve livability and encourage more sustainable patterns of growth and development. He has managed a range of revitalization, community planning, and transit-oriented development projects; led dozens of public planning charrettes and workshops; and designed and managed large-scale public visioning, goal setting, and planning initiatives.

Mr. Schukraft's recent experience includes work on such high profile projects as the post-Katrina planning efforts for Gulfport and Moss Point, Mississippi and transit-oriented and redevelopment planning for Cedar Hill and Waller, Texas, the Braddock Road and Clarendon Metro station areas in Northern Virginia, and the Upper Wisconsin Avenue and H Street NE corridors in the District of Columbia. He is the primary author of several new urbanist and transect-based codes and guidelines, including the SmartCode plans for Downtown Moss Point and the West Side Neighborhood in Gulfport, Mississippi; the Arapahoe Urban Center Form-based Code for Centennial, Colorado; the urban guidelines for redevelopment of the historic Indian School Property in Albuquerque, New Mexico; the Downtown Master Plan and Form-Based Code for Treasure Island, Florida; and the Activity Center Design Guidelines for the City of Largo, Florida.

Relevant Experience

- Galveston Planning and Development Regulations - Galveston, TX
- South Omaha Redevelopment Master Plan - Omaha, NE
- Cedar Hill City Center TOD Study - Cedar Hill, TX
- Cattleman Road Mixed-Use Development Concepts - Sarasota County, FL

- Dunedin Workforce Housing Master Plan & Rezoning - Dunedin, FL
- Centennial Form-Based Code - Centennial, CO
- Largo Activity Center Guidelines - Largo, FL
- Treasure Island Special Area Plan & Form-Based Code - Treasure Island, FL
- Framework for Regional Growth Plan - Erie & Niagara Counties, NY
- Downtown Special Area Plan & Form-Based Code - Treasure Island, FL
- Gulfport West Side SmartCode Community Plan - Gulfport, MS
- Braddock Road Metro Sector Plan - Alexandria, VA
- Dunedin Land Development Regulations Review - Dunedin, FL
- Waller Livable Centers Station Area Plan - Waller, TX
- North/South Corridor Bus Rapid Transit (BRT) - Hillsborough County, FL
- Moss Point Downtown Plan & SmartCode - Moss Point, MS
- Clarendon Metro Station Urban Village Sector Plan - Arlington County, VA
- North Fort Myers Community Plan - Lee County, FL
- 12th & Menaul Master Plan & Guidelines - Albuquerque, NM
- Ashley Drive Corridor Enhancements - Tampa, FL
- Cross-County MetroLink LRT Planning & Public Engagement - St. Louis, MO
- Broward County Governmental Downtown Campus - Fort Lauderdale, FL
- Gulfport 2030 Comprehensive Plan - Gulfport, MS

References

Greg Rice, Director Planning & Development Department, City of Dunedin, 727 298-3199

Vince Pardo, Ybor Development Manager, Ybor City Development Corporation, 813 274-7937

Wendy O'Donohoe, Director , City of Galveston Department of Planning and Community Development, 409 797-3660

Jason McGlashan, PE, PTOE Technical Advisor

Education

B.S. Civil Engineering,
1993, University of
Central Florida

Professional Registration

PE, Florida, No. 54058

PTOE, No. 752

Industry Tenure

18 years

HDR Tenure

18 years

As a consultant since 1993, Jason McGlashan, Vice President and National Transportation Planning Director, has practiced transportation planning and traffic engineering in a wide variety of public and private assignments building upon a strong technical foundation to bring innovation, creativity and exceptional client service to each project. Mr. McGlashan has served as project manager and/or project engineer on Multi-Modal Regional Transportation Plans, Campus Master Plans, Airport Master Plans, City and County Comprehensive Policy Plans, Corridor and Access Management Studies, Design Traffic Reports, Congestion Management and Travel Demand Management Plans as well as a variety of traffic impact studies for both minor and regionally significant developments. Mr. McGlashan brings to each project his expertise in regional and sub-area travel demand forecasting where his technical training includes Advanced FSUTMS, Model Calibration, Transit Modeling, Land Use Modeling (ULAM), DRI Modeling and Freight Modeling.

Downtown Orlando Transportation Master Plan. Mr. McGlashan was the Project Manager for this project which involved evaluating the existing Downtown transportation system and to develop a plan and recommendations that provide an adequate level of mobility to those living in, working in or visiting or traveling through the region. The study is based on Year 2025 population and employment projections. The plan identified four transit circulator systems to address downtown circulation, enhance economic development and respond to the stated needs of downtown residents and business owners. HDR also completed a transit circulator alternatives study to further refine the identified circulator systems.

HART North/South Corridor BRT PD&E Serving as the general engineering consultant to Hillsborough Area Regional Transit (HART), Mr. McGlashan completed the traffic operations planning and engineering study to develop transit signal priority (TSP) features into the planned bus rapid transit service along a 17 mile corridor connecting Downtown Tampa to I-75 at Fletcher Boulevard. The project required coordination between FDOT, City of Tampa, Hillsborough County, City of Temple Terrace and Hillsborough Fire/Rescue due to the multi-jurisdictional nature of the

project route. The project advanced the development of centrally controlled TSP using the City's MTCS computerized traffic management system and locally distributed TSP using NAZTEC signals and ATMS.NOW central management software.

METROPLAN ORLANDO – 2025 Long Range Transportation Plan. Mr. McGlashan was the technical production manager for the METROPLAN ORLANDO 2025 LRTP Update. In this role, he was responsible for developing the multi-modal forecasting model and supporting analysis that led to the creation of the 2025 Cost Feasible transportation plan. He was also responsible for developing land use strategies, ITS integration, and preparation of the Congestion Management Plan for the three county region. Over the course of the project he worked extensively with numerous stakeholders, advisory groups and the public.

Miami Streetcar Feasibility Study. Mr. McGlashan served as a Project Engineer on this study for the City of Miami to complete a Miami Streetcar Feasibility Study to determine the viability of streetcar as a transportation system that will help support and sustain a much denser and less automobile-dependent development pattern in the study corridor. The initial recommended project phase for streetcar service connects Downtown Miami to the Miami Design District and Buena Vista Historic District, primarily via NE 2nd Avenue. The recommended alignment of the proposed streetcar travels through the proposed Midtown Miami development.

City of Oviedo Transportation Planning Consultant – Mr. McGlashan is the Project Manager for this continuing services contract with the City, providing transportation planning and engineering services. To date, HDR has completed the Northwest Quadrant Study, the School Safety Study and the Citywide Transportation Master Plan which focuses on a multi-modal transportation system.

Greater Orlando Aviation Authority – Mr. McGlashan has provided transportation planning and traffic engineering services exclusively to GOAA since 1996. Services provided include transportation planning support for all on-site surface transportation. Recently Mr. McGlashan presented the surface transportation needs to the airlines to obtain signatory approval for funding projects to address future demand.

References:

F.J. Flynn, AICP, City of Orlando, Manager of Transportation Planning Division, 407-246-2092

Les Weakland, HART Project Manager, 813-449-4696

Brad Friel, AICP, Greater Orlando Aviation Authority, Transportation Planning Manager, 407-825-3139

John Mason Technical Advisor

Education

Bachelor of Science,
Civil Engineering,
University of IL Urbana
Champaign, 1975

Bachelor of Science,
Civil Engineering,
Northwestern University
(Degree not complete)

HDR Tenure

5 Years

Industry Tenure

36 Years

John Mason has 36 years of experience in the transit industry, including eight years working for public transit agencies. John has worked for every major transit agency in the U.S. He is nationally recognized for his expertise in transit corridor alternatives analyses, systems planning studies, bus and rail operations planning, design support, finance, system safety, implementation support, and project management.

City of Orlando, Lymmo. John Mason developed the Transportation and Maintenance Operations Plan (TMOP) for the Lymmo bus rapid transit project operated by the Central Florida Regional Transit Authority (Lynx). A key feature of the Lymmo TMOP was planning for safe operations along a contra-flow transit lane on South Orange Avenue. Lymmo has been acclaimed for its success in helping to redevelop downtown Orlando.

Central Florida Regional Transit Authority (Lynx), General Planning Consultant. From 1994 through 2002, John Mason was Project Manager as LYNX General Planning Consultant. Numerous tasks were performed

under this contract, including a Comprehensive Operations Analysis (COA), Transit Preference Corridors Study, Point/Route Deviation Service Development Assistance, Northwest Corridor Commuter Rail Feasibility Study, On-Board Passenger Survey, and Comprehensive Assessment of LYNX Paratransit Services.

Florida Department of Transportation, System Safety Oversight Consultant. John Mason was Project Manager for two FDOT SSO projects. The initial project featured a comprehensive review of the SSO program standards, guidelines, staffing, and resources. Upon the conclusion of the SSO review program, John led the development of a new Safety and Security Standards Manual that is consistent with FTA's new 49 CFR Part 659 safety and security regulations.

Major Investment Studies. John Mason has participated in more than three dozen major investment studies for planned light rail transit (LRT), heavy rail transit (HRT), commuter rail transit, and bus rapid transit projects in numerous U.S. cities. John has

Chapter 4 - Personnel

participated in all project development phases (transit feasibility studies, alternatives analysis, draft and final environmental impact statements, preliminary engineering, and final design) and is thoroughly familiar with FTA's New Starts process and planning guidelines. John has participated in the following projects (partial listing):

- Bay Area Rapid Transit, Pittsburg-Antioch Extension AA
- Bay Area Rapid Transit, Warm Springs Extension AA
- Bay Area Rapid Transit, SFO Extension AA
- Bay Area Rapid Transit, Dublin-Pleasanton Extension AA
- City of Chicago, Chicago Circulator Project (PE & FD)
- Florida DOT, Orlando International Airport Connector AA
- Florida DOT, Orlando International Drive Transit Feasibility Study
- Florida DOT, Central Florida Commuter Rail Transit Environmental Assessment
- GCRTA (Cleveland), Waterfront Line Feasibility Study and Final Design
- GCRTA (Cleveland), Blue Line Extension AA
- Lynx (Orlando), I-4 North-South LRT Project (AA & PE)
- MARTA, North-South Station Area Development Plans
- Minnesota DOT, Hiawatha Corridor LRT (PE)
- Nashville MTA, Nashville Urban Core Light Rail Analysis

David J. Vozzolo

Technical Advisor/FTA

Education

Bachelor of Arts, Urban Design, Case Western Reserve University

Graduate Program in Urban Planning, Urban Planning, University of North Carolina Chapel Hill

HDR Tenure

5 Years

Industry Tenure

31 Years

Mr. Vozzolo joined HDR in 2006 and has held numerous key transit planning and project management positions in both the public and private sectors since beginning his transit career in 1979. Mr. Vozzolo is recognized as a national leader in transit planning and development, with an emphasis on integration of transit and land use planning, financing and implementation, and innovative project delivery. He is Chair of the American Public Transportation Association (APTA) Major Capital Investment Subcommittee, a member of the APTA Policy and Planning Steering Committee and active with other organizations.

Prior to joining HDR, Mr. Vozzolo served in the Federal Transit Administration (FTA) from 1996-2006, including appointment as Deputy Associate Administrator for the Office of Planning and Environment. David was responsible for oversight and management of the New Starts program, as well as for direct oversight of planning staff on project development and environmental reviews of proposed projects nationwide. As Deputy Director of FTA Lower Manhattan Recovery Office, Mr. Vozzolo established new FTA Office directly responsible for administration and oversight of \$4.55 billion of federal funds for major transportation infrastructure projects in Lower Manhattan following the 9-11 Terrorist Attacks. Prior to joining FTA, Mr. Vozzolo had direct project development experience in the private sector and for local transit agencies.

Fort Lauderdale Downtown Transit Circulator Support, Downtown Development Authority, Fort Lauderdale, FL and South Florida Regional Transportation Authority, Pompano Beach, FL. Project Manager. Providing technical support for completion of FTA Small Starts submittal and Environmental Assessment document for the WAVE Downtown Transit Circulator Project. Work included review and recommendations on governance and operating authority, as well as for project delivery approach.

Washington DC District Department of Transportation, Streetcar Program Management, Washington, DC. Program Director. Overseeing Program Management Team for development and implementation of 37-mile streetcar program phased to serve different neighborhoods in the City. The Team is responsible for

Program Management, Planning and Project Development, Operations, Financial Planning, Legal Counsel, Strategic and Project Communications, Governance and Management, and Procurement.

New Orleans Regional Transit Authority, Streetcar Extensions Planning and Project Development, New Orleans, LA. Project Principal. Overseeing of planning, FTA Alternatives Analysis, Preliminary Engineering and NEPA Environmental Assessment for proposed streetcar extensions, coordination with elected officials and community organizations, and technical direction addressing FTA Small Starts requirements and procedures. Successfully secured \$45 million in federal TIGER funds for initial segment.

Houston Metropolitan Transit Authority, Metro Solutions II, Houston, TX. Senior Advisor. HDR serves as the general planning consultant for Houston METRO, responsible for project management, technical documentation, travel demand forecasts, long range service planning, project development of, Federal New Starts documentation and financial plans, overseeing the Metro Solutions II Transit Plan.

Phoenix Valley Metro Rail, AA/DEIS and Planning Support Services, Phoenix, AZ. Project Principal and Senior Advisor. Providing guidance for Metro staff and stakeholders on planning, environmental review and financial programming for transit system extensions, including guidance on Federal programs. HDR providing transportation system planning beyond the 57 mile light rail transit system under development, including: I-10 West High Capacity Transit alignment study; analysis of proposed Tempe, Mesa, Glendale and Central/South Mountain corridors; and, a 20 year capital program for the LRT system.

David M. Taylor
Technical Advisor
Urban Redevelopment & Sustainability

Education

Master of Science, Plan
Sciences (Urban
Planning), Florida State
University, 1968

Bachelor of Science,
Political
Science/Government,
University of South
Florida, 1966

As a consultant for the over 40 years, Mr. Taylor, Sustainability Technical Advisor, has practiced nationally in a wide variety of public and private planning assignments. Having worked for both small and large organizations, his experience allows him to match appropriate solutions to perceived needs. His professional interests are in strategic planning, project positioning, town planning and innovative urban design. As the Chairman of the Board of a national planning firm, he has been privileged to work with large developers and major governmental agencies. The ability to bring a national perspective to work is one of his significant contributions.

HDR Tenure

14 Years

Zoning Ordinance Revision, Ft. Lauderdale, FL. Project manager responsible for preparing the Zoning Ordinance for this important South Florida community. This project involved many intergovernmental issues, especially with regard to Broward County concurrency and allocation issues. Prime emphasis was placed on relating the Zoning Ordinance to the Comprehensive Plan. Extensive user group surveys, workshops and review sessions were

Industry Tenure

43 Years

involved. A special emphasis was placed on the City's marine resources.

South Daytona, FL Redevelopment Plan. Responsible for preparing the redevelopment plan for this coastal resort community. The plan will help implement the City's adopted Comprehensive Plan. Emphasis will be placed on improving the commercial spine along US 1, correcting a declining mall into a Town Center and offering public input also expressed a need to upgrade the visual quality of the area.

Destin Town Center Redevelopment Plan. HDR is beginning a process to define a Town Center Redevelopment Plan for the Main Street area. Working collaboratively with the Town Center Advisory Committee and City Staff, a charrette process is being used.

Comprehensive Plan, Palm Beach County, FL. Principal retained by Palm Beach County to serve as the "Planning Director" to ensure the Comprehensive Plan met DCA deadlines. Managed the land resource-based elements. He also authored the Historic Preservation Element. The project required a thorough understanding of all facets of county operations. The entire plan was growth management implementation-oriented

and was related to the County's Capital Improvement Program, Impact Fees, Traffic Performance Standards and Land Development Regulation requirements.

Comprehensive Plan, Pinellas Park, FL. Prepared a special comprehensive plan document for Pinellas Park, which seemed to direct future actions on a district basis. The City lacked a particularly strong physical image and the intent was to establish theme districts. An analysis of all goals, objectives and policies was performed to determine consistency with desired results

Statewide Florida Scenic Highway Program, FDOT Central Office. Involved as a consultant in the preparation of the program guidelines for the Florida Scenic Highway Program. Responsibilities included helping develop the program's structure, writing the section on comprehensive planning, and developing specific implementation techniques. Also reviewed the final program manual prior to publication for statewide distribution.

City of Largo, Largo Town Center Urban Design Guidelines, Largo, FL. QA/QC. The project included four tasks: evaluation, visioning, design guidelines and implementation. This approach facilitated maximum communication between the City, the developer and the HDR team. The results were a set of highly-illustrated design guidelines that address not only the primary concepts of place making and mixed-use development, but also meet local development criteria and provide the City with the criteria and mechanisms to guide potential development and redevelopment initiatives.

Brandon Main Street. Project manager for one of Hillsborough County's first community-based planning projects. Six alternative Master Plans were developed and then refined for the preferred site. Conducted 10 public involvement sessions with a variety of formats in order to identify an appropriate location for Main Street Brandon. The entire process was consensus-driven, and the primary response group was a County-appointed Steering Committee. Prior to the Steering Committee's meetings, public workshops were held and established issues to be addressed in the Plan. The Plan was unanimously approved and recommended to the County Commission.

Chad A. Luedtke, P.E., P.Eng Transit Task Manager

Education

B.S., Civil
Engineering
University of Central
Florida
1992

Chad Luedtke is a Vice President, Professional Associate and Principal Project Manager with HDR Engineering, Inc. He has over 19 years of project management and design experience in Transit Planning and Design, Project Development and Environment (PD&E) Studies, and Detail / Final Roadway Design Plans Preparation. Specific project experience includes:

Professional Registration

PE, Florida, No.
51422

PE, Colorado, No.
31997

P.Eng., Alberta, No.
119324

Hillsborough Area Regional Transit, (HART) North-South Bus Rapid Transit Corridor Project Development and Environment Study, Tampa, FL. Mr. Luedtke was the Project Manager for this project development and environment (PD&E) study that examined the location and design of 34 bus stations, passenger amenities, transit signal priority and cost estimates along a 17.5 mile corridor using Nebraska Avenue and Fletcher Avenue.

Industry Tenure

19 years

Canadian Court Superstop, Orange County, FL. Mr. Luedtke served as Project Manager for the development of the design of an eight bay bus facility / transfer center at the future Canadian Court Intermodal Transportation Center. The design included site civil, pavement design, amenity layout, parking, and lighting design. The facility will be used by BRT, conventional bus – public and private.

HDR Tenure

12 years

Canadian Court Intermodal Transportation Center, Orange County, FL. Mr. Luedtke served as a Project Engineer for the development of a schematic design for the Canadian Court Intermodal Transportation Center (CCITC). The CCITC is envisioned as a facility that will significantly improve efficiency in passenger travel connections between the International Drive Resort Area activity center (IDRA) and Orlando International Airport (OIA). CCITC will initially include BRT, bus, van, taxi, park-and-ride, and pedestrian service, and include a variety of rail modes in the future including LRT and HSR.

Durham Region Long Term Transit Study, Ontario, Canada. Mr. Luedtke was the Project Engineer for this planning and preliminary engineering services contract that

includes examining BRT and LRT along various routes within the region. This study comprised the first step in the Environmental Assessment procedures. Tasks include locating and designing BRT/LRT stations, passenger amenities, transit signals and transit signal priority and cost estimates. Additionally, multiple implementation strategies are being considered for various roadway segments.

Tupelo Rail Relocation EIS, Mississippi DOT. Mr. Luedtke has served as Deputy Project Manager for the planning and environmental study which is to identify the optimum railroad relocation corridor for the City of Tupelo and to obtain an approved environmental document to support that alignment. This is the first step in a program that ultimately will lead to a preferred alternative, which could include the construction of a new railroad corridor, increasing the transportation mobility and economic development for the Tupelo area. Its success is critical.

Madison Streetcar Feasibility Study, City of Madison Wisconsin. Mr. Luedtke served as a Project Engineer responsible for corridor development and analysis, maintenance facility site selection, cost estimates and preliminary plans for a 4 mile streetcar system.

References:

Les Weakland, HART Project Manager, 813-449-4696

Frank Yokiel, Orange County Public Works, Project Manager, 407-836-8073

James Garland, Region of Durham – Long Term Transit Strategy, 905-668-7711, X3439

Robert E. Bush, AICP Transit/BRT

Robert Bush, AICP, HDR Transit Principal, brings 31 years of public and private sector experience to our clients. His broad spectrum of technical specialties include transit operations and analysis including service planning, route scheduling, long-range strategic planning, annual service plans, development of comprehensive operating plans for transit centers and park & ride lots, Bus Rapid Transit operations, financial analysis, ridership estimating, and direction of public meetings. His local, regional, national and international project experience includes:

Education

M.B.P.M., Economics and Finance, Rice University, 1982

B.A., International Studies, *Phi Beta Kappa*, Rhodes College, 1980

Professional Registration(s)

American Institute of Certified Planners, 1992

Industry Tenure

31 years

HDR Tenure

5 years

HART BRT Planning Study, Tampa, FL. HART previously identified Transit Emphasis Corridors for potential implementation of Bus Rapid Transit service. Under this study, the two best corridors were identified, service and capital plans prepared, and an implementation schedule developed.

I-75 Project Development & Environment Study, Broward & Miami-Dade, FL. The master plan for this corridor included a conceptual BRT guideway alongside a widened freeway. As the Transit Task manager, responsible for coordinating the PD&E process with FTA, developing the service concepts, and identifying a phased implementation plan for the improvements along the 22-mile corridor.

PART Alternatives Analysis, Greensboro, NC. This second phase of PART study examines a 40-mile corridor for potential rail service on existing freight lines. Task Manager for Purpose & Need and Alternatives Descriptions tasks. Participated in the Public Involvement process.

Triangle Transit Authority Bus Fleet Management Plan, Raleigh, NC. Project Manager for preparation of FTA required Bus Fleet Management Plan in association with TTA's regional rail implementation. Determined bus requirements, procurement plan, and maintenance facilities needs. A supplement contract was issued to address additional questions from FTA.

Piedmont Triad Region Mobility Major Investment Study, Greensboro, NC. Project Manager for transportation alternatives linking Greensboro, Winston-Salem, and High Point. Alternatives considered were Bus Rapid Transit and regional rail. Conducted

public meetings, reviewed cost estimates, and prepared documentation for precursor report for FTA New Starts process.

Central Phoenix/East Valley Major Investment Study, Phoenix, AZ. Developed operating philosophy for bus and rail service for the Phoenix metropolitan area as part of the Preliminary Engineering/Environmental Impact Statement (PE/EIS) for the area's rail studies. Prepared detailed operating plans for each bus route in the system for use in the long-range transportation modeling efforts.

Southeast Corridor, Houston, TX. Developed bus service options for Southeast Corridor for METRO's strategic planning for 2020 Long-Range Plan. Prepared a revised transit service plan for short-term transit improvements and developed a program of improvements based on demonstrated need and stakeholder input. Assisted in the definition of recommended transit facilities for the corridor. Prepared O&M cost estimates and assessed the financial feasibility for the recommended plans.

Priority Corridor Alternatives Analysis, Houston, TX. Developed bus operating plans for the Priority Corridor Alternatives Analysis/Draft Environmental Impact Statement. Analyzed No Action, Transit Systems Management, Busway, and Light-Rail Alternatives. Coordinated the coding of the operating plans into the EMME/2 transit-modeling package.

System Connector, Houston, TX. Developed operating plans for the System Connector Alternatives Analysis rail study. Prepared service descriptions for input into the UTPS transit-modeling package.

Houston HOV System Plans, Houston, TX. Prepared operating plans for METRO's 100+ mile, six HOV-lane system. Located park & ride lots/transit centers and developed a coordinated service plan between the commuter and local services in the corridors. Responsible for operational analyses required for the Alternatives Analysis/Draft Environmental Impact Statements studies.

References:

Les Weakland, HART Project Manager, 813-449-4696

James Krzeminski, PE, PTOE Bike/Ped, Corridor Planning

Education

M.E. (Specializing in Transportation), 1996, University of Florida

B.S., Civil Engineering, 1995, University of Florida

Professional Registration

PE, Florida, No. 56143

PTOE, No. 1403

Industry Tenure

15 years

HDR Tenure

15 years

James Krzeminski is a transportation engineer in the Planning Section of HDR's Orlando office with more than fifteen years of experience in transportation planning and traffic engineering. He has successfully served in the roles of Project Manager and Project Engineer on numerous key projects for both public and private clients. Mr. Krzeminski has brought a broad background of technical expertise to a wide variety of projects including bicycle and pedestrian planning and design, airport ground transportation planning, corridor and area studies, traffic calming and roundabouts, travel demand modeling, and numerous types of traffic studies. His strong experience is demonstrated by the following specific projects, as follows:

Ames Area MPO 2035 Long Range Transportation Plan, Ames, Iowa. Mr. Krzeminski served as Task Manager for the Bicycle and Pedestrian Element of this long range transportation plan, which included use of the Bicycle and Pedestrian Level of Service models to quantify the existing suitability of shared roadway environments for bicyclists and pedestrians, as well as quantifying the latent demand for bicycle and pedestrian use on roadways in the Ames area. This supply and demand method was used to develop a list of proposed improvements for inclusion in the long range plan.

Florida-Alabama TPO and Bay County TPO Bicycle & Pedestrian Plans. Project Manager for these two bicycle and pedestrian plans which sought to encourage and implement "complete streets" and develop land use patterns that are supportive of trips made by bicycling and walking. Each plan was adopted as a component of that TPO's Long Range Transportation Plan and included a prioritized list of projects identified primarily through a multi-day charrette process. The two plans include a heavy emphasis on policy direction for the TPOs and local governments to adopt. The plans also included strategies for implementing the plan and a "technical toolbox" of design standards and treatments to provide guidance on building model projects.

Downtown Orlando Transportation Plan. Task Manager for the bicycle and pedestrian component of this comprehensive plan to address all aspects of transportation in Downtown Orlando, Florida and establish a positive pedestrian culture.

Aspects of the plan included bicycle parking, identifying and addressing gaps and deficiencies in the downtown pedestrian and bicycle networks, and general recommendations to improve bicycling and walking within Downtown Orlando. A series of walking audits through four distinct areas of downtown provided key stakeholders and City staff (a.k.a. the Street Doctors”) a chance to discuss elements of the downtown streets, “diagnose” problems, and discuss potential solutions.

Miami DDA Master Plan. Task Manager for the bicycle, pedestrian, and streets components of the Master Plan developed for the Miami Downtown Development Authority (DDA). The plan focused on the creation of “complete streets” in downtown Miami, Florida and appropriate intersection treatments and roadway typical sections to enhance the safe and efficient movement of bicycles, pedestrians, and vehicles alike.

HART North-South Corridor Bus Rapid Transit (BRT) PD&E Traffic & Signal Analysis. Mr. Krzeminski served as Project Engineer for this study for the Hillsborough Area Regional Transit Authority (HART) in Tampa, Florida to evaluate the feasibility, benefits, impacts, costs, and necessary equipment for implementing Transit Signal Priority (TSP) along the proposed BRT corridors on Nebraska Avenue and Fletcher Avenue. In addition, Mr. Krzeminski led the development of design traffic forecasts for the project, and identified a list of recommended improvements to enhance the connectivity for pedestrians and bicyclists with the proposed BRT stations and allow them safe access and mobility in the general station areas.

SW 211th Street Traffic Study and Corridor Master Plan. Project Engineer for this study for Miami-Dade County to determine the traffic operations and safety feasibility and consequences of reconstructing the existing six-lane SW 211th Street to four lanes with bicycle lanes, on-street parking, wide sidewalks, and context-sensitive landscaping. The project stemmed from the Cutler Ridge Master Plan, which envisioned the redevelopment of an existing mall into a mixed-use high density downtown for the community of Cutler Ridge.

References:

Damion Pregitzer, Traffic Engineer, City of Ames, Iowa, 515- 239-5275

Richard Stone, Traffic Engineer, City of Columbia, Missouri, 573-874-7250

Bryan Cobb, Director of Development Services, City of Oviedo, Florida, 407-971-5752

C. Steve Surprenant Market/Financial

Education

Bachelor of Arts,
Interdisciplinary Studies
(Business, Communications
& Psychology. Distinguish),
University of Virginia, 1978

Professional Registrations

LEED Accredited
Professional, US National
Registration Issued:
05/01/2002, Expires:
12/31/2050

Master of Corporate Real
Estate, US National
Registration Issued:
01/01/2002, Expires:
12/31/2011

HDR Tenure

25 Years

Industry Tenure

33 Years

Steve Surprenant is an executive vice president and director of development at HDR, an international architectural, engineering, and consulting firm based in Omaha. Possessing over 30 years of experience, Steve is expert in guiding owners through alternative delivery and highly challenging projects, and is nationally recognized for his work in public-private partnerships (P3).

Mr. Surprenant is proficient in assisting clients from strategic capital planning and financial feasibility through occupancy and start-up. His comprehensive experience includes real estate consulting, development advisory, economic and risk analysis, urban redevelopment, public-private partnership transactions, programming, design criteria/performance specifying, RFEIO/ RFQ/ RFP/ contract development, design/construction program management, and litigation support services

Mr. Surprenant has been employed as a development program manager and owner's representative utilizing every major delivery method for private sector, federal, and state entities, and he works extensively with P3. He has been responsible for a broad spectrum of project types including transit-oriented developments, downtown revitalizations, intermodal transportation hubs, hospitals, city halls, courthouses, police and fire stations, historic preservation, jails & prisons, corporate headquarters, speculative office buildings, multi-family residential,

retail, performing arts centers, higher ed, medical research, manufacturing, data centers, hotels and resorts.

Having worked on his first public-private partnership project in 1985, Mr. Surprenant has a unique, long-term perspective in P3, and is the creator of HDR's proprietary P3 PM program for successfully managing P3 projects with varying end uses. Mr. Surprenant served as the Chairman of the Real Estate Institute for The National Council for Public-Private Partnerships (NCP3P). He holds a Bachelor's degree in Business, Communications and Psychology, Distinguished Major, from the University of Virginia. He also holds the Master of Corporate Real Estate (MCR) certification, a global

accreditation that very few people have attained, and is also a LEED Accredited Professional for sustainable design and construction.

Broward County, Broward County Governmental Center Downtown Campus, Fort Lauderdale, FL. Project Director. Mr. Surprenant is leading this project to create a public-private partnership to redevelop four blocks of publicly-owned property in downtown Fort Lauderdale. This project will become a significant element within the ongoing revitalization of the downtown, and will include a wide range of public and private sector uses.

Georgetown University, Washington, DC. Project Executive. Real estate study of a new 400,000 SF McDonough School of Business and Multi-Sport Facility Development Analysis including Cost Estimating, Utility and Site/Civil Engineering, Conceptual Design, Budget and Scheduling.

HDR Engineering, Austin Streetcar Financing Plan and Public-Private Partnership, Austin, TX. Project Director. Working with Capital Metro to evaluate and recommend implementation strategies for an alternative funding mechanism for a downtown streetcar system. The funding mechanism being evaluated focuses on linking streetcar implementation to economic development and user group benefits.

Wilton Manors, New City Hall & Main Street Redevelopment, Wilton Manors, FL, Wilton Manors (corporate name for Wilton Manor), FL. Project Director. HDR will help assist the City of Wilton Manors to consider innovative ways to coordinate redevelopment along their Main Street while also replacing an inadequate city hall structure built in the 1950s. Through the use of HDR's P3 RealityTestSM, two contrasting redevelopment scenarios are being evaluated. Scenario 1 involves the redevelopment of the 5-acre parcel including a new city hall, hotel, residential and retail. Scenario 2 includes a new city hall, surface parking and open space.

Reference:

Greg Stuart, Former Director Broward County Planning & Redevelopment Division, Executive Director , Broward MPO, 954-876-0033

Khalid Bekka Market/Financial

Education

Doctor of Philosophy,
Economics, University of
Delaware, 1997

Master of Science,
Economics, University of
Delaware, 1995

Master of Business
Admin, Business
Administration, Widener
University, 1992

HDR Tenure

13 Years

Industry Tenure

21 Years

Dr. Bekka is an applied economist with diverse skills in research, program/project management, regulations and international trade. His experience and excellent credentials provide outstanding support in many areas. He has exceptional quantitative skills and has put them to use on projects involving cost-benefit analyses, utilization studies, economic model building, operations management, and financial analyses. He possesses expertise in both public and private sectors and has a thorough understanding of competitive price analyses, operations, and logistics and computer applications. Dr. Bekka has managed dozens of economic analysis, transportation and planning projects for federal, state, and local agencies. Dr. Bekka published and presented several articles in the transportation field in the U.S. and Europe.

Assessment of Transit Corridors in Phoenix Area, Maricopa Association of Governments (MAG), Arizona.

Task Lead. Conducted a benefit cost analysis and ranking of eighteen public transportation investment projects in the greater Phoenix area.

Benefits of Transit for the State of Wisconsin, Wisconsin

Department of Transportation. Conducted a study to identify the social and economic benefits of public transportation services to the main economic sectors in Wisconsin. This study was developed to produce information and data that demonstrates both the quantitative and qualitative benefits of transit services. The findings were submitted to the state legislatures in their funding planning for public transportation in the coming years.

Congestion Management Study, Federal Transit Administration Various locations including Dallas, Texas. Project Manager. Managed a congestion management study of several congested corridors in the U.S. for the FTA. Developed a model to measure the performance of transit in several cities, including: Washington, DC, Portland, OR, St. Louis, MO, Sacramento, CA, Dallas TX, and Chicago, IL. Developed a hedonic model to measure benefits to commercial properties due to the transit system.

Richmond Airport/Vancouver Rapid Transit Project (RAV), Transport Canada. Conducted a comprehensive cost benefit analysis of the Richmond Airport/Vancouver Rapid Transit Project (RAV), a rapid rail transit connection between downtown Vancouver, Vancouver International Airport and Richmond City Centre, in British Columbia. Conducted analysis using TransDec, a computerized cost-benefit analysis tool developed by HDR for Transport Canada and the U.S. Federal Transit Administration.

SR 108 Cost Risk Analysis, Utah Department of Transportation (UDOT). Project Manager. Led the development of a risk analysis simulation model for assessing the cost and schedule of five improvement alternatives (alignments) for State Route 108 (from West Haven in Weber County to Syracuse in Davis County). Also helped facilitate the risk analysis workshop conducted as part of the assessment.

T.F. Green Airport Financial Analysis Study, U.S. Department of Transportation-TIFIA Joint Program Office. Principal in Charge. Conducted a risk analysis of the revenue projections for rental car facility at the T.F. Green Airport in Rhode Island. The analysis examined various variables and drivers to forecast and develop an independent revenues and debt service coverage projections in a risk analysis framework.

Transit Benefits for the Cincinnati Region, Southwest Ohio Regional Transit Authority Cincinnati, Ohio. Conducted an economic impact study of the Transit Authority on the Greater Cincinnati Region. Using methods developed by the Federal Transit Administration, examined the benefits of transit in the Greater Cincinnati region for Metro (fixed-route service) and Access (demand response service) separately in order to highlight the impact difference (both of nature and magnitude) between these two services.

Transit Benefits for The State of Pennsylvania, Pennsylvania Department of Transportation. Conducted a comprehensive assessment of the social and economic benefits of public transportation. The data relied on survey data from various systems representing a broad range of system size, geographic location, and mode of transportation. The findings were presented to the Governor Office.

Transit Benefits with GIS Framework, Federal Transit Administration. Project Manager. Led a study to estimate and illustrate transit benefits in GIS framework. The study used CTPP data, Census tract data, and HPMS data to estimate the benefits of transit in strategic corridors. The analysis used the Portland transit system as a case study for initial implementation.

Michael J. Shostak Freight & Goods Management

Education

Bachelor of Science, Civil Engineering, University of TN Knoxville, 1984

Professional Registrations

Professional Engineer, Georgia, No. PE 025276
Issued: 03/11/1999, Expires: 12/31/2012

Professional Engineer, Illinois, No. 062-046075
Issued: 10/15/1990, Expires: 11/30/2011

HDR Tenure

14 Years

Industry Tenure

27 Years

Mr. Shostak has over 27 years of experience with various design, construction and planning projects involving railroad track, bridges and facilities, highway bridges and improvements, urban streets and sewers, railroad track design, parking facilities, buildings and fluid systems. Mr. Shostak's responsibilities have included project management, civil site design, hydrologic and hydraulic analyses, preparation of design drawings and specifications, and construction observation. His field supervisory experience for two railroads includes the construction and maintenance of railroad track, roadbed, bridges, buildings, grade crossings and utilities.

Charlotte Area Transit System (CATS) North Corridor, Charlotte, North Carolina. Project Manager for preliminary engineering for startup of a new commuter rail service for the 30-mile Charlotte North Corridor. Project included preliminary engineering for track improvements, two train layover yards, railroad underpasses, new station facilities; an assessment of existing trackage for proposed rehabilitation; cost estimates; passenger equipment recommendations; train performance calculation (TPC) for commuter

trains; and development of a project implementation plan. Overall coordination with NS, CSXT, and NCDOT.

CSX Transportation New Connection Track at State Junction, South Carolina. Project Manager for the design, permitting and construction services for a new 1,200-foot connection track from CSXT to a short line railroad. The project also included design of a 100 pre-stressed concrete bridge over a creek on the new track alignment. HDR obtained all required environmental permits, including coordination of purchasing of credits in a wetland bank on CSXT's behalf. Permitting was challenging because the project location was in a National Forest.

CSX Transportation Siding Extension at Wadley, Alabama. Project Manager for construction of a 7400' extension to an existing rail passing siding. Duties included track and structural design and environmental permitting. The project involved the existing main track in order to accommodate the new siding track over two existing concrete

arch culverts. The track design including shifting the existing main line on the culverts and structural design for vertical extensions to the tops of the two arch culverts to accommodate the two tracks

CSX Transportation, Waycross, Georgia Transportation Improvement Project. Project Manager for the facilitation and financial planning for a rail/highway improvement project involving construction of 5.5 miles of second main track, various road crossing improvements and closures, a new grade separation structure and various highway related improvements. Tasks include coordination between Georgia DOT, the City of Waycross, Ware County and CSXT with identifying potential project funding sources.

Environmental Impact Statement for the CSX/NS/Conrail Acquisition Application, Surface Transportation Board. Joint Transportation/Traffic Task Leader for a portion of the EIS. Tasks included verification and evaluation of data submitted in the railroads joint application relative to intermodal facilities and grade crossings; site visits; and mitigation recommendations. Mr. Shostak was responsible for rail and truck traffic analyses and preparation of the text of various portions of the Environmental Impact Statement.

Georgia Ports Authority, Savannah, Georgia. Senior Engineer for a rail traffic study at the GPA Garden City Facility. Duties included collection of rail traffic information from the three railroads that serve the site: Savannah State Docks Railroad, CSXT, and Norfolk Southern. HDR generated a report that summarized existing operating conditions and evaluated the merits of various railroad-related improvements to be further studied.

North Carolina Department of Transportation Rail Division, Raleigh, North Carolina. Project Manager for a feasibility study related to initiation of new passenger service between Raleigh and Wilmington. Project included assessment of existing CSXT and NS/NCRR trackage to identify potential rehabilitation activities and cost estimating. Project also included assessment of the feasibility to restore an abandoned 27 mile former rail corridor to active rail service.

Chapter 4 - Personnel

Debra S. Hempel
Public Involvement**Education**

Bachelor of Arts,
Geography, University
of South Florida, 1980

**Professional
Registrations**

American Institute of
Certified Planners, US
National Registration
Issued: 05/22/2006,
Expires: None Listed

HDR Tenure

5 Years

Industry Tenure

25 Years

Debra Hempel joined HDR as a Community Planning & Urban Design Manager in 2006. She provides management, planning, communications, and public engagement services on complex urban design, town planning, and transportation projects across the country. Prior to joining HDR, she worked with Duany Plater-Zyberk & Associates (DPZ), one of the pre-eminent town planning firms in America. With DPZ, Debra served as project coordinator on more than 100 community-planning projects throughout the US and internationally. She is a certified Charrette Planner through the National Charrette Institute (NCI) and currently serves as co-instructor for NCI charrette training to both public and private sector clients. Her diverse professional experience includes six years as a cartographer, eight years as marketing manager and permit coordinator for a mid-sized environmental, planning, and engineering firm, and 10 years as a community planner.

City of West Sacramento, Downtown/Riverfront Streetcar Project, Phase 1, Sacramento, CA, West Sacramento, CA. Phase I Sacramento Riverfront Streetcar Feasibility Study - City of West Sacramento, California. Provided feasibility analysis, planning, conceptual engineering, and

environmental review for a proposed 2.5-mile urban streetcar system connecting a redevelopment area of West Sacramento with downtown Sacramento and the uptown neighborhood of Sacramento. Project included public outreach and survey, traffic demand analysis and forecasting, alternative evaluation criteria and objectives, route studies (includes route alternatives), equipment analysis, service criteria, tentative operating schedule, generalized operations and maintenance (O&M) costs, opportunities and constraints analysis, environmental screening evaluation, bridge structure evaluation, conceptual engineering, cost estimates, station design criteria, O&M scenarios, and development of a financing plan.

Florida Dept of Transportation, US 19 PD&E, Pasco County, FL. Public Involvement. Responsibilities include attending public meetings, newsletters production, advertising, summary reports and coordination with FDOT on public involvement issues. HDR's services for this 19.7-mile project include data collection, roadway and

intersection analyses and alternatives, turn-lane improvements, a safety analysis, access management evaluation along the corridor, and public involvement.

Hillsborough County, Lithia Pinecrest Road PD&E Study, Brandon, FL. Public Involvement. Public involvement for this 10.95-mile project. Responsibilities include attending public meetings, production of newsletters and handouts, advertising, and coordination with Hillsborough County on public involvement issues.

Monroe County, Key Largo Livable CommuniKeys Master Plan, Key Largo, FL. Urban Planner. The Key Largo Livable CommuniKeys Program included the evaluation and preparation of an island-wide comprehensive and urban design plan for MM 97 to MM 107 in the Florida Keys. The project included analysis and recommendations relating to redevelopment trends, protection of natural resources, housing alternatives, and the development of design guidelines. An extensive community participation program was also created that included newsletters, community survey, and a community design charrette.

Sarasota County BOCC, Continuing Transit Engineering Services, Sarasota, FL. Alternatives Analysis for North-South Bus Rapid Transit Corridor - Public involvement for a proposed 9 mile Bus Rapid Transit corridor. Responsibilities include production of fact sheets, website materials, and coordination with Sarasota County on public involvement issues.

Sarasota County BOCC, Englewood Interstate Connector, Sarasota County, FL. Public Involvement. Responsibilities include attending public meetings, production of informational handouts, advertising, and coordination with the County and FDOT representatives on public involvement issues. HDR prepared construction plans and supporting documents for 6.14 miles (2 segments) of this widening project.

FEC Corridor Plan, Miami, Florida. Project Coordinator. The FEC - Florida East Coast Railway Corridor is an economically distressed inner-city redevelopment area that includes nearly 3,500 acres. The corridor consists of a mix of industrial, warehouse, commercial and residential uses with a disproportionate share of vacant parcels and underutilized buildings. The City of Miami passed a Strategic Redevelopment Master Plan for the FEC Corridor and selected DPZ to prepare a Regulating Plan for this area. A charrette was held to encourage public participation in this coding process. Goals of the Regulating Plan were to ensure compatible land use buffers; improving transportation accessibility; improving parks; encouraging private sector investment; safeguarding commercial and industrial uses; and creating greenway corridors.

Mansoor Khuwaja Program & Plan Development

Education

Master of Science in
Transportation
Engineering, University
of Kansas

Bachelor of Science in
Civil Engineering,
Mehran University,
Pakistan

Master of Arts in
Economics, Sindh
University, Jamshoro
Pakistan

Bachelor of Arts in
Economics, Sindh
University, Jamshoro
Pakistan

HDR Tenure
5 Years

Industry Tenure
25 Years

Mansoor Khuwaja has more than 25 years of professional experience in the transportation industry, primarily planning and public transportation. Specific functional specialty areas include travel demand modeling, corridor and systems planning/management, interchange and access control, site impact analysis, and level of service analysis.

Planning and Public Transportation Services, Florida Department of Transportation (FDOT) (District Five) – Managing the current Districtwide Planning and Public Transportation contract. Has completed or is working on thirteen (13) different Task Work Orders including general planning and public transportation studies, rail projects, growth management (DRI) reviews, aviation contract reviews, financial analysis, funding research, and intergovernmental coordination. Two major projects under this contract are the I-95 Systems Operational Analysis Report (SOAR) Prioritization, and Strategic Intermodal System (SIS) Connectors Assessment. Current tasks also include updating Planning Guide and Trends Analysis Report, preparing FDOT Resource Guidebooks, and research on available funding resources. Mr. Khuwaja also supports the FDOT Project Manager with the SIS activities in the District and at the state level. Other tasks include review of interchange proposals. Currently there are fourteen (14) interchange proposals underway on which Mr. Khuwaja provides technical and policy support and facilitation with FDOT Central Office and Federal Highway Administration (FHWA). Under this contract Mr. Khuwaja provided support to FDOT District Secretary Ms. Noranne Downs and other managers for

the Years 2008 and 2009 FDOT Regional Transportation Forums. This task included preparing presentation material, brochures, GIS support (“How Shall We Grow” maps), and general organization of the events.

Florida Department of Transportation (FDOT) (Other Districts) – Mr. Khuwaja is currently managing a Districtwide Public Transportation contract in **District Two**. This contract includes tasks such as the review of FTA Section 5316 and 5317. For Okaloosa County, FL in **District Three** Mr. Khuwaja is conducting an interchange fatal

flaw analysis, which if feasible, will follow up with a complete interchange justification study. For the **District Four** Consultant Management Office, Mr. Khuwaja recently conducted an Interchange Operational Analysis Report (IOAR), which was followed by a Safety and Benefit Cost Analysis Report. Both of these reports were approved.

Florida Department of Transportation (FDOT), Central Office

Performed technical, policy, and quality review of the land development proposals and Project Development and Environmental (PD&E) studies for the approval of new or modified access requests on state limited access facilities. Developed and updated the Interchange Request Development and Review Manual, and provided training to the government and private agencies. Provided technical support to FDOT districts throughout the Interchange Justification Report (IJR) and Interchange Modification Report (IMR) process. Provided engineering support to the Site Impact, Design Traffic, and statewide Level of Service (LOS) teams. Provided support to the Access Management Program on issues pertaining to the safety, operation and design of access features. Also provided engineering support to the congestion management and system performance functions including Arterial Investment Study (AIS), Major Investment Study (MIS), etc. Coordinated on these research projects with public and private agencies regularly.

Orange County, Florida (Public Works Engineering Division) - Served as a Traffic/Transportation Engineer in Orange County's Transportation Planning Section. Managed and conducted a combined Orange – Lake County area-wide transportation study. Also conducted Transportation Systems Management (TSM) studies, and Congestion Management (Traffic Operational) Studies. Utilized ITS applications for the TSM projects on physically constrained roadways. These applications included variable message signs, incident management, realignment of interchanges, etc. These improvements were analyzed using highway capacity software and traffic simulation models, such as CORSIM. Authored the Transportation Element of Orange County's Year 2020 Comprehensive Policy Plan (CPP). The Transportation Element consisted of Highway, Mass Transit, and Aviation Sub-Elements. Developed methodologies and performed technical and policy review of traffic analysis for future land use amendments to the CPP. Conducted detailed public involvement for the land-use and roadway improvement projects, including presentations, public meetings, workshops, and public hearings.

Reference:

John Zielinski, Transportation Planner, FDOT District 5, 407-482-7868

Chapter 4 - Personnel

Elizabeth L. Hughes
TDM**Education**

Certificate, Transportation Planning (Transportation Management), University of California Davis, 2002

Bachelor of Science, Business Administration, California State Univ Sac, 1990

Professional Registrations

Transportation Demand Management Planner, US National Registration
Issued: 01/01/1990,
Expires: None Listed,
Does Not Expire

Real Estate Broker
License, California Issued:
01/01/1990, Expires:
None Listed

HDR Tenure

11 Years

Industry Tenure

21 Years

As HDR|The Hoyt Company's Transportation Demand Management (TDM) planner, Ms. Hughes develops sustainable TDM plans, trip reduction programs, and traffic mitigation strategies. Ms. Hughes develops TDM ordinance and strategies for municipalities, creates customized commute programs for large and small employers, and provides pre-development strategic and mitigation assessments. In addition to transportation planning, Ms. Hughes provides greenhouse gas (GHG) and air quality planning services, project management, commute program implementation, and Executive Director staffing for Transportation Management Associations (TMA).

Ms. Hughes has a unique ability to identify transportation needs and corresponding mobility resources to coordinate rideshare and GHG reduction opportunities incorporating transit, carpooling, bicycling, walking, vanpooling, and telecommuting. Significant employee survey feedback from a variety of employers (Facebook, CalPERS, State Department of General Services, Amgen, Yahoo! Inc., Mercy San Juan Medical Center, City of South San Francisco, and McClellan Business Park, etc.) provide distinct advantages that allow Ms. Hughes to create focused marketing campaigns to promote available transit and rideshare options.

Ms. Hughes has been with HDR|The Hoyt Company for ten years providing expertise in project management, research, TDM/TSM development, commute planning, sustainable programming and implementation, and GHG/air quality planning. Ms. Hughes current and

previous work includes 26 years of dynamic project management experience encompassing commuter outreach, outreach planning, commute program implementation and surveys, TDM planning, GHG emissions documentation, air quality planning, economic impact research and analysis and regional non-profit organizational and operations management.

Chapter 4 - Personnel

James McConnell

Transportation Architecture

Education

Bachelor of Architecture,
Architecture, Pratt
Institute, 1997

Bachelor of Arts,
Gettysburg College, 1993

Professional Registrations

LEED Accredited
Professional, US National
Registration, No.
9F399B5466 Issued:
06/24/2009, Expires: None
Listed

Architect, Hawaii, No.
13804 Issued: 02/01/2010,
Expires: 04/30/2012

Architect, New Jersey, No.
21AIO1615600 Issued:
07/03/2003, Expires:
07/31/2011

Architect, New York, No.
029252-1 Issued:
11/15/2002, Expires:
09/01/2011

Architect, North Carolina,
No. 11008 Issued:
02/25/2008, Expires:
06/30/2011

HDR Tenure

10 Years

Industry Tenure

18 Years

Mr. McConnell has over 15 years of progressively responsible experience in design and construction, and has been with HDR since 2001. He is a Vice President located in HDR's New York City Office and serves as the Principal Architect and/or Sr. Project Manager on many of the firm's most complex projects. Most recently, Mr. McConnell served as the HDR Project Manager for the \$1.6B Fulton Street Transit Center project on which he oversaw a team of architects and engineers responsible for design of 5 subway stations. In addition, he has been recognized for his architectural design work, most notably for the West 8th Street Station (MTA New York City Transit) which was the recipient of several design excellence awards.

Broward County Transit, Broward County's Transportation Department Transit Design Standards and Guidelines Manual, Ft Lauderdale, FL. Project Manager. Mr. McConnell is the HDR Project Manager for this recently awarded transit manual project. HDR will create a new Transit Design Standards and Guidelines Manual that will govern the construction, alteration, and administration of BCT's pedestrian and Mass Transit Facilities. This manual will include planning and design standards related to Buses, Water Bus, Transit Centers, and other transit Facilities. (2009-2011, \$200K)

Charlotte Area Transit System Cats, Charlotte Area Transit System (CATS), North Corridor Commuter Rail, Charlotte, NC, NC. Principal Architect. Mr. McConnell was responsible for design and project management of the transportation architecture design team working on the Charlotte Terminal Station. This project also includes the design of a downtown Charlotte Terminal commuter rail station, plus 10 additional commuter rail stations within the northern suburbs of Charlotte. A LEED certified Vehicle Maintenance Facility is also part of this project, as is the development of a

Design Guidelines manual that will outline the planning and design criteria for stations along the North Corridor. Construction to begin in 2012.

Hennepin County, Hennepin County Intermodal Facility, Minneapolis, MN. Architectural Designer. Mr. McConnell led the development of the architectural design concepts for this intermodal facility based upon the results of an intensive week long workshop/charrette that was held with local Government, Community, and Business stakeholders in November of 2008. Hennepin County and the City of Minneapolis are at the crossroads of a major transformation to its mobility system locally, regionally and nationally. With the impending arrival of multiple light rail lines, commuter rail, intercity rail and future high speed rail, at the intersection of the BNSF railroad and 5th Street. Minneapolis is challenged with a decision on how to accommodate the passengers needing to move between the various modes, attending Twin's games at Target Field or going to work and shop in downtown. One of the innovative means to accomplish these multiple needs was the development of an intermodal facility one that meets current and future requirements. An intermodal facility placed within this area will enable easy access for everyone between the various transportation systems serving the state of Minnesota and the Midwest Region. The facility will ultimately support the context of the area by respecting the neighborhoods, commercial, residential and natural and built surroundings. (2008-2008, \$246M)

LIRR, Valley Stream Station Rehabilitation, Valley Stream, NY, Valley Stream, NY. Project Manager. This project consists of three main components: station house replacement, rehabilitation work, and ADA compliance upgrades. The HDR team has proposed a new station house design that is derivative of previous new LIRR station houses, and included the material palette of brick, glass & aluminum storefronts, and cast stone. The areas around the new station house will be upgraded and catch basins installed, where required, to resolve the current drainage problems. New windows and lighting will be installed in elevator foyers, stairs and platform waiting rooms, and in addition, the waiting rooms will receive new flooring and ceiling treatments. In addition to the site accessibility improvements being made in relation to the new station house buildings exterior, the interior of the building will also be fully compliant. (2006-2007, \$3.5M)

Reference:

Kevin Tomlinson, Chief Program Officer, Long Island Railroad, 718-558-3702

Hsin Wu, Construction Manager, MTA-Capital Construction, 917-559-3170

Judith Kunoff, Chief Architect, New York City Transit, 646-252-5121

Santanu Roy, PTP CMP/Corridor Planning

Education:

Master of Science in
Planning, Florida State
University, 2005

Bachelor of Architecture,
Bengal Engineering &
Science University (India),
1999

Professional

Affiliations:

FDOT Model Task Force

Professional

Certification:

Professional
Transportation Planner,
Transportation
Professional Certification
Board Inc., US National
Registration, No. 302
Issued: 11/17/2010,
Expires: 11/17/2013

Industry Tenure:

12 years

HDR Tenure:

6 years

Santanu Roy is a transportation planning consultant with strong technical foundation. Mr. Roy leads the HDR Travel Demand Forecasting Practice and has served on a variety of transit projects, intermodal/ multimodal studies, corridor studies, long range transportation plans, master plans, toll feasibility studies, interchange justifications, development of regional impacts, and other studies around the country. His technical expertise include travel demand model development and advanced applications using FSUTMS, TRANPLAN, CUBE, TRANSCAD, TP+, TBEST and other modeling software; transit planning and transit ridership forecasting; spatial analysis using ArcGIS, ArcView and related software; land use modeling using urban land use allocation models; statistical analysis using SPSS, MS Excel, and similar software; development of design traffic; and traffic operational analysis using HCS, SYNCHRO, CORSIM, etc. He is also experienced in benefit cost analysis; transportation finance; and policies related to sustainable transportation, smart growth, and transit oriented development.

While with HDR, Mr. Roy has led ridership forecasting for various transit projects, including streetcars, BRTs, and other transit modes and is well-versed in the requirements of FTA New Starts/Small Starts funding. He has developed nested-logit mode choice models and performed alternatives analyses for transit projects in Sacramento, CA; Albuquerque, NM; Winston-Salem, NC; Omaha, NE; Miami, FL; St. Louis, MO; Tampa, FL; Providence, RI, and other cities. Mr. Roy also served in advisory role on transit projects in Madison, WI; Fort Worth, TX; Cincinnati, OH; and other cities in the US. On the highway side, he has led forecasting efforts for various studies through planning, project

development, environmental assessment, and design phases. Mr. Roy is very familiar with FHWA and Department of Transportation's requirements for various transportation programs. He served on major interstate planning and EIS/EA projects in Orlando, FL; Bloomington, IL; Anchorage, AK; Salt Lake City, UT; Jacksonville, FL; and other cities in

the US. His wide range of technical abilities and familiarity with federal and state transportation policies and procedures allow him to help clients manage complex projects and make informed decisions.

FDOT District Two Public Transportation Services (Client: Florida Department of Transportation District Two, FL): Project Manager. Mr. Roy is managing several public transportation task work orders in general consultant capacity to assist the Department with federal grant allocations, transit system safety and security reviews, transit development plan reviews, special studies, intergovernmental coordination, etc. The annual grant activities involve conducting informational workshop for the grant recipients for U.S.C. 5310, 5311, 5311 (f), 5316, and 5317 programs; reviewing the federal grant applications; facilitating review committee meetings; scoring and ranking the applications; and finally assisting the Department with the allocation of funds and development of program of projects (POP). Transit system safety and security reviews involve periodically auditing 12 paratransit systems and 3 fixed route systems on behalf of the Department to determine compliance with the provisions of Rule Chapter 14-90, Florida Administrative Code (F.A.C.). In addition, Roy also supports the Department with the safety and security audit of the JTA Skyway fixed guideway transportation system (FGTS) according to the State Safety Oversight (SSO) program requirements and FTA regulations (49 CFR Part 659). TDP review activities include reviewing major and minor updates for 3 fixed route systems (JTA, Gainesville RTS, St. Johns County) according to Chapter 14-73, F.A.C. Mr. Roy also assists the Department with special studies (SSPP template development, Rail Crossings GIS inventory, SR 26 Corridor Study, High Springs Rail Rehabilitation TIGER II application) and intergovernmental coordination, as needed.

FDOT District Four General Planning Consulting Services (Client: Florida Department of Transportation District Four, FL): Sub-consultant to Kittelson and Associates. Roy reviewed several interchange modification proposals (I-95@SR68 IOAR, I-95@SR70 IOAR) on behalf of the District and coordinated with the Central Office and FHWA.

References:

John Zielinski, Transportation Planner, FDOT District 5, 407-482-7868

Phil Worth, District Public Transportation Manager, FDOT District 2, 904- 360-5650

State of Florida

Department of State

I certify from the records of this office that HDR ENGINEERING, INC. is a corporation organized under the laws of Nebraska, authorized to transact business in the State of Florida, qualified on June 20, 1985.

The document number of this corporation is P06487.

I further certify that said corporation has paid all fees due this office through December 31, 2011, that its most recent annual report was filed on April 18, 2011, and its status is active.

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

*Given under my hand and the Great Seal of
Florida, at Tallahassee, the Capital, this the
Nineteenth day of April, 2011*



Secretary of State



Authentication ID: 300202402453-041911-P06487

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

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



Miami Lakes
15700 NW 67th Avenue #101
Miami Lakes, FL 33014
(305) 827-4015

Town Of Miami Lakes

Business Tax Receipt

Address of Licensee:

HDR ENGINEERING, INC.
15450 NEW BARN RD, Suite 304
Miami Lakes, FL 33014

License Effective:

From: 10/1/2010

To: 9/30/2011

Licensees:

Richard Bell

(402) 399-1000

License Categories:

Engineer

Engineer

14

\$420.00

LICENSE NO. 2011-2530

TOTAL FEE PAID: \$420.00

08/16/2010

Date of Issue

Laura Hernandez
Certified Licensing Official
Miami Lakes

This License MUST BE DISPLAYED IN A CONSPICUOUS PLACE IN YOUR BUSINESS ESTABLISHMENT. The Town of Miami Lakes must be notified of any changes of use, address or ownership. This License is not transferable and is subject to revocation.

(Town Seal)

This License must be renewed on or before September 30 of each year.

MIAMI-DADE COUNTY TAX COLLECTOR 140 W. FLAGLER ST. 1st FLOOR MIAMI, FL 33130	2010	LOCAL BUSINESS TAX RECEIPT	2011	FIRST-CLASS U.S. POSTAGE PAID MIAMI, FL PERMIT NO. 231
MIAMI-DADE COUNTY - STATE OF FLORIDA EXPIRES SEPT. 30, 2011 MUST BE DISPLAYED AT PLACE OF BUSINESS PURSUANT TO COUNTY CODE CHAPTER 8A - ART. 9 & 10				
THIS IS NOT A BILL - DO NOT PAY				
489853-3		RENEWAL		
BUSINESS NAME / LOCATION HDR ENGINEERING INC 15450 NEW BARN RD 33014 MIAMI LAKES		RECEIPT NO. 511315-4 STATE# EB4213 304		
OWNER HDR ENGINEERING INC Sec. Type of Business 212 P.A./CORP/PARTNERSHIP/FIRM		EMPLOYEE/S 29		
THIS IS ONLY A LOCAL BUSINESS TAX RECEIPT. IT DOES NOT PERMIT THE HOLDER TO VIOLATE ANY EXISTING REGULATORY OR ZONING LAWS OF THE COUNTY OR CITIES. NOR DOES IT EXEMPT THE HOLDER FROM ANY OTHER PERMIT OR LICENSE REQUIRED BY LAW. THIS IS NOT A CERTIFICATION OF THE HOLDER'S QUALIFICATIONS.				
DO NOT FORWARD				
HDR ENGINEERING INC CHARLES T SINCLAIR V PRES 15450 NEW BARN RD #304 MIAMI LAKES FL 33014				
PAYMENT RECEIVED MIAMI-DADE COUNTY TAX COLLECTOR 08/12/2010 60020000109 000130.50				
SEE OTHER SIDE				

Alicia Ana Gonzalez

Principal / Public Involvement Manager



Other Relevant Experience and Qualifications

Mrs. Gonzalez is a public relations professional specializing in public involvement programs for infrastructure projects. Mrs. Gonzalez has successfully executed public involvement campaigns for the Florida Department of Transportation's (FDOT) Districts Four and Six for the past 18 years at all phases including PD&E, Design, Design-Build and Construction. She has extensive experience in media relations working with both Spanish and English media in the South Florida area for more than 11 years.

Selected project experience includes:

- 2008-2009: Broward County Metropolitan Planning Organization (MPO) 2035 Long Range Transportation Plan, Broward County, Florida** – Mrs. Gonzalez oversaw the coordination and staffing of five successful public workshops and various other meetings for this project. In addition, Mrs. Gonzalez participated in a series of team meetings to develop targeted public outreach strategy. *Project Manager: Zafar Alikhan P.E., Jacobs Engineering, 954-315-1001. Broward County MPO Project Manager: Ossama Al Aschkar, P.E.*
- 2007-Present: FDOT District Four, I-75 PD&E Study, Broward County, Florida** – Mrs. Gonzalez assisted in preparation of the Public Involvement Plan (PIP) and prepared the elected official briefing strategy for Broward and Miami-Dade County officials. As the Public Involvement Manager for the project, she successfully managed two Public Kickoff Meetings, one Elected Official/Agency Kickoff Meeting, two Concepts Workshops, one Public Alternatives Workshop and a Public Hearing. Mrs. Gonzalez also oversaw the production and translation of the project newsletter, and ads into Spanish. *Project Manager, Will Suero, P.E., HDR Engineering, 305-728-7401. FDOT Project Manager: Ray Holzweiss, P.E.*
- 2007-Present: FDOT District Four, I-595 Corridor Design Consultant, Broward County, Florida** – Mrs. Gonzalez oversees all public information strategy in coordination with the District's Public Information Office. She is also responsible for all Quality Assurance/Quality Control measures for public outreach materials, including the interactive website as well as extensive coordination with the media. Mrs. Gonzalez has developed the elected official strategy and has conducted many elected official briefings with the affected municipalities. She manages the in-house Senior Public Information Officer, who serves as the day-to-day contact on the project. Mrs. Gonzalez also led the coordination of the numerous community Noise Workshops, Project Information meetings and the Industry Forum. *Project Manager: Phil Schwab, P.E., Reynolds Smith & Hills, Inc., 954-236-7366. FDOT Project Manager, Paul Lampley, P.E.*

Reasons for Selection:

Planned and executed many public involvement campaigns in Broward County

Experience working with Broward MPO staff and board members

Experience working with MPO partners

Experience gaining consensus and working with elected officials in Broward County on significant projects like I-75, I-595 and 95 Express

Years of Experience with

This Contractor
(HDR, Inc.): 10

With Other

Similar Contractors: 12

Education:

Degree(s):

Bachelor of Science, University of Florida

Year/Specialization:

1992/Telecommunications

Professional References

Steve Braun, P.E.

FDOT District 4

Senior Project Manager

(954) 777- 4143

steve.braun@dot.state.fl.us

Jose Abreu, P.E.

Miami International Airport

Aviation Director

(305) 876-7077

jabreu@miami-airport.com

Paul Lampley, P.E.

I-595 Project Manager

(Construction)

(954) 845-9550

Paul.Lampley@dot.state.fl.us

- **2008-2010: FDOT District Four, Bridges of the Isles PD&E Study, Broward County, Florida** – Mrs. Gonzalez was responsible for quality control of the public outreach strategy and development of materials for this project. Elected official briefings were conducted as well as the project's Elected Official/Agency and Public Kickoff Meetings, Public Alternatives Workshop and Public Hearing. Mrs. Gonzalez was also responsible for final review of the project's Public Involvement Plan. *Project Manager: Odalys Delgado, HNTB, 305-551-8100. FDOT Project Manager: Ray Holzweiss, P.E.*
- **2009-Present: Florida Department of Transportation District Six State Road (SR) 826/S.R. 836 Interchange Reconstruction Design/Build, Miami-Dade County, Florida** – Mrs. Gonzalez oversees all public information strategy in coordination with this FDOT District Six project. She is responsible for managing the production of all collateral materials and for overseeing website conception, development and execution. *FDOT Project Manager, Kathy Yeomans.*
- **2008-Present: Florida Department of Transportation District Six SunGuide Transportation Management Center, Miami-Dade County, Florida** – Mrs. Gonzalez has given suggestions for the improvement of the TMC's website, including the presentation of travel times for the roadways under the TMC's jurisdiction. She has been responsible for the Quality Control of news releases, news flashes, the Ramp Signaling webinar script and helped make changes to the Tour Guide Presentation. Additionally, Mrs. Gonzalez was responsible for conducting interviews with Spanish media during the launch of Phase 1A of the Ramp Signaling program and for participating in the I-95 Express System's official rollout. *AECOM Project Manager: Charlie Robbins, 305-914-3913, ext 1031. FDOT Project Manager: Javier Rodriguez, P.E.*
- **2008: Florida Department of Transportation District IV US 1 Design Project from North of SE 17th Street to Broward Boulevard, Broward County, Florida** – Mrs. Gonzalez has been in charge of developing the project Community Awareness Plan (CAP), as well as scheduling and attending Homeowner Association briefings to the community. She facilitated and provided materials for three homeowners associations. Following that Mrs. Gonzalez completed minutes for these meetings and updated the CAP accordingly. *Project Manager: Rohan Hameed, P.E., HDR Engineering, Inc., 305-728-7400. FDOT Project Manager: Julio Delgado, P.E.*
- **2002-2005: Palmetto Expressway Design Public Involvement** - Mrs. Gonzalez was tasked with developing Community Awareness Plans for the Palmetto Expressway projects that are under the design phase. She was responsible for arranging and executing the Design Workshop for the Coral Way/8th Street Interchanges as well as for the Okeechobee Road Design Expansion from W. 12th to Palmetto Expressway. She was also responsible for all the public involvement associated with the noise barriers along the Palmetto including the Coral Way and SW 8th Street interchanges. Most recently, Mrs. Gonzalez assisted in the preparation of the Community Awareness Plan for the Palmetto/836 Final Design Project. *Client: FDOT D6, Project Manager: Maribel Lena 305-470-5277.*
- **2004: Broward County, Public Works Bailey Road Improvements Final Design Phase** – Mrs. Gonzalez coordinated the communication on this project between Tamarac, Lauderhill, and Broward County. Several interagency meetings were held. MRG was also responsible for compiling the database that included all residents, homeowners associations and elected and appointed officials responsible for the area. Mrs. Gonzalez coordinated and recently completed the Public Meeting. *Broward County Project Manager: Nancy Harrington, P.E.*

2010 LOCAL BUSINESS TAX RECEIPT 2011
MIAMI-DADE COUNTY - STATE OF FLORIDA
EXPIRES SEPT. 30, 2011
MUST BE DISPLAYED AT PLACE OF BUSINESS
PURSUANT TO COUNTY CODE CHAPTER 8A - ART. 9 & 10

THIS IS NOT A BILL – DO NOT PAY

PAY
RECEIPT NO. RENEWAL 483766-3

407

OWNER
MEDIA RELATIONS GROUP LLC
Sec. Type of Business
SERVICE BUSINESS

EMPLOYEE/S
1

THIS IS ONLY A LOCAL BUSINESS TAX RECEIPT. IT DOES NOT PERMIT THE HOLDER TO VIOLATE ANY EXISTING REGULATORY OR ZONING LAWS OF THE COUNTY OR CITIES. NOR DOES IT EXEMPT THE HOLDER FROM ANY OTHER PERMIT OR LICENSE REQUIRED BY LAW. THIS IS NOT A CERTIFICATION OF THE HOLDER'S QUALIFICATIONS.

DO NOT FORWARD

MEDIA RELATIONS GROUP LLC
OSCAR GONZALEZ III VP
18001 OLD CUTLER RD 407
PALMETO BAY FL 33157

PAYMENT RECEIVED
MIAMI-DADE COUNTY TAX
COLLECTOR:

R:
07/13/2010
60050000567
000045.00

SEE OTHER SIDE

2482



Florida Department of Transportation

CHARLIE CRIST
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

STEPHANIE C. KOPELOUSOS
SECRETARY

November 17, 2008

Certified Mail – Return Receipt Requested

Media Relations Group, L.L.C.
Ms. Alicia Gonzalez
18001 Old Cutler Rd., Suite 407
Miami FL 33157

ANIVERSARY DATE- Annually on June 5

Dear Ms. Gonzalez:

The Florida Department of Transportation [FDOT] is pleased to announce that your firm is certified under the **Florida Unified Certification Program [UCP]** as Disadvantaged **Business Enterprise [DBE]** in accordance with Part 49 Section 26, Code of Federal Regulations.

DBE certification is continuing, but is contingent upon the firm maintaining its eligibility annually through this office. You will be notified of your annual responsibilities in advance of the **Anniversary Date**. You must submit the annual **AFFIDAVIT FOR CONTINUING ELIGIBILITY** no later than the **Anniversary Date**. Failure to do so will result in immediate action to decertify the firm.

Only those firms listed in the UCP DBE Directory, are certified by Florida UCP Members. **Prime contractors and consultants should verify your firms DBE certification status, and identify the only work area(s) for which the firm is DBE eligible, through this Directory.**

Your firm will be listed in Florida's UCP DBE Directory which can be accessed via the internet, at <http://www.bipincwebapps.com/biznetflorida/> or through The Department's website at www.dot.state.fl.us/equalopportunityoffice, then select "DBE Directory."

DBE certification is **NOT** a guarantee of work, but enables the firm to compete for, and perform, contract work on all USDOT Federal Aid (FAA, FTA and FHWA) projects in Florida as a DBE contractor, subcontractor, consultant, sub-consultant or material supplier.

If, at any time, there is a material change in the firm, including, but not limited to, ownership, officers, Directors, scope of work being performed, daily operations, affiliations with other businesses or individuals or physical location of the firm, you must notify this office, in writing, within (30) days. Notification should include supporting documentation. You will receive timely instruction from this office as to how you should proceed, if necessary.

Your firm is eligible to compete for, and perform, work on all USDOT Federal Aid projects throughout Florida, and may earn DBE credit for work performed in the following areas:

NAICS:	FDOT Specialty Code & Description
541618	300-Other Management Consulting Services
541820	968-Public Relations Services

All questions or concerns should be directed to this office by mail or telephone. Our telephone number is (850) 414-4747. Our Fax number is (850) 414-4879.

Sincerely,

A handwritten signature in black ink that reads "John Goodeman". The signature is fluid and cursive, with the first name "John" being more prominent than the last name "Goodeman".

John Goodeman
DBE Certification Manager

EDUCATION M. Sc. in Civil Engineering, Florida International University, Miami, FL, 2002
B. Sc. in Civil Engineering Southeast University, Nanjing, China, 2000

REGISTRATION Florida P.E. # 64802, 2006; P.T.O.E.

Multimodal Transportation Planning, Travel Demand Modeling, Traffic Simulation, Traffic Operation, Traffic Data Collection, GIS Application, Urban Planning, Land Use Modeling, Computer Aided in Traffic Engineering

SUMMARY OF EXPERIENCE

Mr. Yang has over 10 years of engineering experience with a Master of Science in Civil Engineering emphasizing in transportation planning, Geographic Information System (GIS) application, traffic operation, and land use planning. Prior to joining the consultant world, Mr. Yang was a Research Assistant in the Lehman Center of Transportation Research (LCTR) at Florida International University (FIU). He has been involved in several research projects for Florida Department of Transportation (FDOT), which focus on travel demand model improvements and GIS application in transportation planning. After he started his professional career, Mr. Yang has served FDOT and many local governments, such as Miami-Dade County/MPO, City of Miami, City of Coral Gables, City of West Miami, and Village of Palmetto Bay, etc. He has provided professional services in Florida SIS Facility Planning, PD&E corridor studies, multimodal corridor action plan/master plan development, traffic impact analysis and reviews, GIS application, software development, traffic simulation, traffic data collection, traffic operational analysis, long range travel demand forecasts, traffic calming study, school zone study, and local government transportation system master plan development. He is familiar with different GIS platforms, programming languages, and demand modeling programs.

WORK HISTORY

CTS Engineering, Inc./Marlin Engineering, Inc., Miami, Florida
2002 to Current

Senior Project Manager

Selected Projects

- **Districtwide SIS Program Support, FDOT District 4.** Project Manager. Provide comprehensive planning services to FDOT District 4 Strategic Intermodal (SIS) Transportation Program. Lead the tasks of performing SIS facility LOS evaluation, developing SIS corridor action plan/master plan, SIS management database and program development, and concurrency and development plan reviews. Assist the Department preparing and participating public meetings. Provide coordination services with local governments.
- **Districtwide General Planning Consultant - System Planning Projects, FDOT Districts 4.** Project Manager. Provide planning services to supplement the Department's System Planning, Statistics and PD&E Staff. Assist the Department in producing Design Traffic Report for PD&E study, 18-Kip Reports, comprehensive GIS support, FSUTMS Model Development and Application Support, Q/LOS Support, Traffic Analyses Review, Socioeconomic Data Development, and on-site Support.
- **Districtwide GIS Program Consultant, District 4 (Sub-Consultant).** Project Manager. Provide general GIS support and services for FDOT District 4 Mobility Development group. Lead the tasks of geocoding Districtwide TDP Plan, SIS database development and maintenance, and sub-DRI development tracking tool development.
- **Districtwide GIS and General Planning Support, FDOT District 6.** Executive Project Manager. Provide planning services to support the Department's System Planning, Statistics and PD&E Staff. Assist the Department in GIS support, DRIs reviews, 18-Kip Reports, project traffic development, transportation statistics support, Q/LOS Support, and traffic study reviews.
- **Districtwide Traffic Data Collection, FDOT District 4.** Project Manager. Lead the tasks of DW routine traffic data collection, project specific data collection, project traffic and 18-Kip report, TMS inspections, GIS support, and other general traffic data collection and analysis support for the District.
- **Districtwide Roadway Data Collection, FDOT District 4 (Sub-Consultant).** Project Manager. Leading the task of RCI data collection, HPMS data collection, functional classification work, GIS support, construction notice updates, SLD production, and basemap updates.
- **Districtwide General Transportation Statistics Consultant, District 6.** Project Engineer. Conduct GIS database management, develop Districtwide Bridge Inventory and Railway Management Software, GIS map development, and project traffic development.
- **Traffic Calming Studies, City of Miami.** Project Engineer. Conduct traffic calming studies for the Roads, Flagami, Coral Gates, North Grove, Silver Bluff, and Shenandoah neighborhoods. Prepare and participate public meeting and workshops. Perform traffic data collection and crash analysis. Develop methodology, selection criteria and automatic evaluation program for traffic calming devices. Study implementation performance and affecting on residential environment.
- **Bicycle Facility Master Plan, City of Coral Gables.** Project Engineer. Conduct citywide bicycle facility implementation plan analysis. Develop methodology, selection criteria and automatic evaluation program for bicycle lane implementation procedures. Forecast future BLOS and determine implementation priority and procedures.
- **Citywide Development and Transportation Master Plan, City of West Miami.** Project Engineer. Conduct traffic impact study and development study. Forecast future target year 2025 citywide traffic condition. Provide long range citywide transportation system development plan and short-term concurrency plans.

Florida International University Department of Civil Engineering, Miami, FL
2000 to 2002

Research Assistant

Selected Projects

- Identify Equilibrium of Land Use and Transportation Investments Using Spatiotemporal Analysis Tools.
- Development of FSUTMS Life Cycle & Seasonal Resident Trip Production Models for Florida Urban Areas & Integrating Land Use.
- Calibration of Highway/Transit Speed Relationships for Improved Transit Network Modeling in FSUTMS.

EDUCATION	M. Sc. in Civil Engineering, University of Virginia, Charlottesville, VA, 2003
REGISTRATION	Certified Professional Engineer in Virginia, and Ohio
TRAINING	Roadway Design, Traffic Engineering, Land Development, and Traffic Data Analysis

SUMMARY OF EXPERIENCE

Mr. Wang has over 9 years of engineering experience with a Master of Science in Civil Engineering emphasizing in roadway design, traffic engineering, and land development. Prior to joining the consultant world, Mr. Wang was a Research Assistant in the Center for Transportation Studies at UVA. He has been involved in several research projects for FHWA and Virginia Department of Transportation (VDOT), which focus on roadway geometric design and traffic engineering.

WORK HISTORY

Patton Harris Rust & Associates, Chantilly, VA
2003 to March 2010

Senior Engineer

Selected Projects

- ***US Route 29 Capacity Improvement Project, Virginia DOT.*** Senior Project Engineer. Provide roadway geometric design service for the 25-mile US-29 expansion project. Working as a lead engineer on vertical alignment and grading, earthwork quantity take-off, storm drainage design, parking design, and utilities profiles.
- ***Mill Road and I-495 Interchange Improvement, Virginia DOT.*** Senior Project Engineer. Provide comprehensive design services for the interchange improvement project. In charge of plans production, which included design of horizontal and vertical alternatives for the entire project, analysis of alternatives included improvements to the commercial exit/entrance ramps, and overall access management. Responsible for overall plans production, Traffic Control Plans, design of cross-sections and DTM.
- ***I-495 Corridor Improvement Design, Virginia DOT.*** Senior Project Engineer. : Responsible for the design of horizontal and vertical design alternatives for the entire 21-mile facility, analysis of alternatives included improvements to the residential exit/entrance ramps facility access management. Responsible for overall plans production, Traffic Control Plans, design of cross-sections and DTM.
- ***Tyson's Corner Center Development Plan Phase I (with Rail Option).*** Lead Civil Engineer. Coordinated Chain Bridge Road (VA Route 123) widening design with I-495 Ramp CWS design under Fluor Group's HOT Lanes project. Develop Tysons Boulevard improvement plan including roadway horizontal and vertical design.
- ***Middletown Subdivision Land Development Plan.*** Project Engineer. Provide civil engineering services for this major land development project, which includes over 200 single family detached residential units, 100 single family attached residential unites, and 90,000 square feet of retail. The job responsibility includes site plan development, grading, erosion and sediment control, and roadway geometric design.

University of Virginia Department of Civil Engineering, Charlottesville, Virginia
2001 to 2003

Research Assistant

Selected Projects

- FHWA – Estimating Vehicle Miles Traveled based on ITS Data
- VDOT BD015-15A – Freeway Traffic Estimates using Advanced ITS Data Mining Technology

EDUCATION Ph.D. in Civil Engineering, North Carolina State University, Raleigh, NC, 2007

TRAINING Travel Demand Modeling, GIS Application, Traffic Data Collection and Analysis, Transportation Planning, Traffic Microscopic Simulation, Traffic Operation, Urban Planning

SUMMARY OF EXPERIENCE

Dr. Han has over 6 years of engineering experience with a Ph.D. degree in Civil Engineering emphasizing in traffic data collection and analysis, travel demand modeling, Geographic Information System (GIS) application, and traffic operation. Dr. Han has 6 years' hands-on experience mainly on GIS programming and travel demand models from Georgia and North Carolina Department of Transportation (DOT); intensive involvement in planning model development, traffic data collection and analysis micro-simulations, GIS applications, traffic operation analysis; and versatile programming experiences.

WORK HISTORY

- **HNTB Corporation, Atlanta, GA**
2007 to December 2009

Project Engineer

Selected Projects

- **Colquitt County Long Range Transportation Study, Georgia DOT.** Project Engineer. Provide planning services for development of travel demand model for the regional LRTP updates, compile data collection and perform analysis, perform the calibration of the travel demand model, and conduct analysis for existing and future land use.
- **Bulloch County Long Range Transportation Study, Georgia DOT.** Project Engineer. Provide planning services for development of travel demand model for the regional LRTP updates, compile data collection and perform analysis, perform the calibration of the travel demand model, and conduct analysis for existing and future land use.
- **Atlanta Regional Managed Lanes System Plan, Georgia DOT.** Project Engineer. Provide Policy study of high occupancy vehicle (HOV) facilities. Provide services for Operation and maintenance of the toll diversion model. Conduct Sensitivity analysis by different HOV policies and risk factors. Perform scenario testing of different transportation investments and system analysis.
- **Study of Potential Managed Lanes on I-75 South Corridor in Atlanta, Georgia State Road and Tollway Authority.** Project Engineer. Perform highway network development according to proposed managed lane facilities. Develop Travel demand forecasting under different pricing and managed lane scenarios. Evaluate system performance, revenue expectations and public perceptions. Conduct electronic tolling concepts development and capital & maintenance cost estimation.
- **Butts, Jones & Monroe Counties Multi-Modal Transportation Study, Georgia DOT.** Project Engineer. Provide planning services for development of multimodal transportation plan updates for the region, compile data collection and perform analysis, perform the calibration of the travel demand model, and conduct analysis for existing and future land use.

North Carolina State University Department of Civil Engineering, Raleigh, NC
2003 to 2007

Research Assistant

Selected Projects

North Carolina Multi-Year Travel Demand Model Research Project

- Development of guidelines, data sources, tools and reasonableness checking measures for best travel demand modeling practices for different sized communities by categories of small rural town (population < 5,000), small rural city (5,000 < population < 10,000), medium rural city (10,000 < population < 50,000) and MPO (population > 50,000).
- Development of cost-effective new sub-models to simplify but improve trip generation, trip distribution, model choice and trip assignment procedures in travel demand modeling for small & medium urban areas.
- Recent external station survey data analysis and development of innovative methodology for through trip estimation in small & medium urban areas by studying economic and geographic factors.
- Development and application of regional and sub-area models; long range transportation planning study; corridor study; transit sketch planning

Research Project of North Carolina Forecasts for Truck Traffic

- Evaluation of freight flow data sources
- Statistical analysis of truck flow data and development of North Carolina truck traffic growth profiles
- Development of a new truck traffic forecasting and modeling methodology (Growth Factor Ratio method) for freight planning at the corridor level

EDUCATION

Ph.D., Transportation Engineering, University of South Florida, Tampa, FL, 2006
 M.S., Electric Engineering, Tongji University, Shanghai, China, 1996
 B.S., Electric Engineering, Wuhan Institute of Technology, Wuhan, China, 1993

COMPUTER SKILLS

Microsoft Office: Word, Excel, Power Point, Access and development
 Transportation Tools: HCS, SYNCHRO, CORSIM, ArcGIS, Cube/Voyager, SAS, SPSS, AutoCAD
 Software Programming: C, C++, Visual Basic, Visual C++, Java, Web development

WORK EXPERIENCE

Mr. Fengxuan Hu has over 6 years of transportation engineering experience and 5 years of software development experience with emphasizing geographic information system (GIS) application, transportation planning, traffic engineering, and computer programming. He has been involved in several projects funded by FDOT and many other municipalities, such as DRI and interchange jurisdiction review, project traffic forecast, traffic impact study, traffic operational analysis, microscopic simulation and site plan review. After he joined Marlin Engineering, Inc., Mr. Hu has been involved in many projects for FDOT, such GIS application implementation in all aspects of traffic engineering, GIS related software development, database development and analysis, miscellaneous GIS map producing, corridor study, traffic forecasting and projection, traffic condition analysis, and crash analysis. He has solid knowledge in different GIS platforms such as ArcGIS, ArcView, MapInfo, ArcIMS, and programming software such as Visual Basic, C++, Java, web development, dot NET, MapObjects, and ArcObjects.

Selected Projects:

Districtwide SIS Program Support, FDOT District 4. Perform SIS corridor Multi-Modal LOS analysis, interchange operation analysis, developed GIS tool to evaluation and ranking SIS projects, provide miscellaneous GIS mapping service, review many developments related to SIS, and update project LREs.

Districtwide General Planning Contract, FDOT District 4. Provided traffic engineering and planning services including traffic forecasting, IJR and DRI review, PD&E study review. Tasks include the provision of traffic forecasting for over 10 state road design projects. Reviews include Interchange Jurisdiction Reports of I-75 at Pembroke Road, I-95 at Spanish River Blvd, and I-95 at Indiantown Road, many PD&E study review, and Developments of Regional Impact (DRI) in St. Lucie County, Palm Beach County and Broward County.

GIS Mapping Services, FDOT District 4 & 6. Provide year 2008, 2009 Roadway Atlas for FDOT District 4 and District 6, including map series such as SHS, LOS, AADT, and SERPM Model for District 4 Atlas, map series such as LOS, SIS, SHS and Traffic Data for District 6 Atlas.

GIS Related Software Development, FDOT District 4 & 6. Developed GIS related software and work program database developments, such as SIS TOOLS, Overhead Sign Inventory for District 4, State Bridge and Local Bridge Inventory for District 6.

63rd Street Intersection Study, City of Miami Beach, FL. Perform intersection and corridor capacity analysis, queue analysis. Calibrate existing traffic conditions and simulation existing and future 2030 traffic volume conditions for No-Build and other four alternatives.

Midway Road PD&E Study, St. Lucie County, Florida. Modeled and analyzed the existing and future traffic operations of Midway Road arterial from Florida's Turnpike to South 25th Street using Synchro and SimTraffic Software and proposed optimized cycle length, split and coordination for the intersections on Midway Road.

Citywide Traffic Consultants, City of Weston. Conduct school zone study, No U-turn study, and other traffic engineering services. Perform traffic data collection and gap-speed analysis.

EDUCATION Ph.D. in Civil Engineering, Florida International University, Miami, FL, 2008

TRAINING Travel Demand Modeling, GIS Application, Transportation Planning, Traffic Microscopic Simulation, Traffic Operation, Urban Planning, Land Use Modeling, Computer Aided in Traffic Engineering

SUMMARY OF EXPERIENCE

Dr. Ding has over 5 years of engineering experience with a Ph.D. degree in Civil Engineering emphasizing in Geographic Information System (GIS) application, traffic operation, and travel demand modeling. Dr. Ding has 5 years' hands-on experience mainly on GIS programming and travel demand models from Texas and Florida Department of Transportation (DOT); intensive involvement in planning model development, micro-simulations, GIS applications, traffic operation analysis; and versatile programming experiences.

WORK HISTORY

CTS Engineering, Inc., Miami, FL

March 2010 to current

Project Engineer

Selected Projects

- ***Districtwide SIS Program Support, FDOT District 4.*** Project Engineer. Provide comprehensive planning services to FDOT District 4 Strategic Intermodal (SIS) Transportation Program. Assist in tasks of developing SIS corridor action plan/master plan, SIS management database and program development, and concurrency and development plan reviews.
- ***Districtwide GIS Program Consultant, District 4 (Sub-Consultant).*** Project Engineer. Provide general GIS support and services for FDOT District 4 Mobility Development group. Assist in the tasks of geocoding Districtwide TDP Plan, SIS database development and maintenance, and sub-DRI development tracking tool development.

TranSystems, Fort Worth, TX

2008 to January 2010

Traffic Engineer

Selected Projects

- ***Dallas International Airport EW Connector Toll Revenue Study – Level II, Taxes DOT.*** Project Engineer. Provide planning services for development of a travel demand model incorporating the DFW Airport Connector, compile turning movements traffic for Vissim simulation input, perform the calibration of the travel demand model, and conduct risk analysis of toll revenue of different construction alternatives.
- ***North Tarrant Expressway Traffic and Toll Revenue Study – Level III, Taxes DOT.*** Project Engineer. Provide comprehensive planning services to North Tarrant Expressway (NTE) Segment-I managed lane toll modeling. Provide services for Operation and maintenance of the toll diversion model (planning model in CUBE), development of a 3D Vissim simulation model for the NTE corridor Segment-I, fitting volume-delay functions based on Vissim simulation (Vissim Programming), and toll revenue forecasting, statistical analysis of outputs, and risk analysis.
- ***SR 710 Rapid Bus Transit Corridor Development Study, FDOT District 4.*** Project Engineer. Provide planning services for the Development of the transit network in TransCAD, perform Ridership analysis on demographic data of the studied corridor using ArcGIS, and report the operation of the transit model and compilation of model outputs.
- ***US 183A Traffic and Toll Revenue Study – Level III, CTRMA.*** Project Engineer. Perform Review the level III toll revenue study for Central Texas Regional Mobility Authority (CTRMA). Conduct demographic data collection and comparison using ArcGIS, perform replication and evaluation of the model traffic forecast, and provide verification of revenue forecast of the planning model and risk analysis of various scenarios.
- ***US 290E Traffic and Toll Revenue Study – Level III, CTRMA.*** Project Engineer. Review the level III toll revenue study by URS Group for US 290E in Austin area for CTRMA. Perform verification of demographic data using various Texas data sources in ArcGIS, and conduct Evaluation of the optimality and locations of toll charge, and traffic forecast of the planning model.

Florida International University Department of Civil Engineering, Miami, FL

2004 to 2008

Research Assistant

Selected Projects

- FDOT BD015-15B – A Planning Model Incorporating Control Delays
- FDOT BD015-15A – A Control Delay Model for Planning Models
- FDOT BD015-11 – Evaluation of the JUATS 2015 Model
- Teaching of GIS Course at Florida International University

EDUCATION	Associate in Arts from Miami- Dade Community College-Civil Engineering 60 Transferring Credits
TRAINING	RCI Data Collection, TCI Data Collection, Microstation/AutoCAD Drafting, ArcGIS

SUMMARY OF EXPERIENCE

Mr. Angulo has over 4 years of experience in transportation planning field. He has been involved in various planning projects, studies and data collection projects. He is experienced in conducting various types of traffic studies including traffic counts, vehicle classifications, turning movement studies, speed studies, travel time and delay studies, parking studies, vehicle gap studies, and roadway characteristics inventory. He is responsible to prepare routes, schedules, maps, and all the necessary material for the best results of the job.

WORK HISTORY

Districtwide Data Collection, FDOT District Four and Six, Responsible for traffic and roadway data collection for assignments of the Statistics Unit in the Planning Office. Project's assignments includes researching, performing field data collection and recording data into the Roadway Characteristics Inventory (RCI) and Highway Performance Monitoring System (HPMS) databases, Straight Line Diagrams (SLD), traffic counts, jurisdictional transfers, and GIS services.

Districtwide Public Transportation Consultant, FDOT District Six. He has inspected CSX railroad crossings. He has assisted Project Managers in the preparation of reports to document railroad crossings conditions after hurricanes.

Short Range Project Development Consultant, FDOT District Six. Conducted field reviews for pavement management enhancement projects within Miami Dade and Monroe counties in which recommended improvements and preliminary cost estimates need to be prepared. Under this project, a scoping report is produced to assess existing conditions on the project based on requirements from Chapter 25 of the Plans Preparations Manual "Florida's Design Criteria for Resurfacing, Restoration and Rehabilitation (RRR) of Streets and Highways. The assessment includes physical and operational conditions, and a safety assessment which he has performed all the existing conditions field reviews. He has also prepared all the graphics and Microstation drawings for the reports.

TMS Implementation and Pavement Condition Analysis and Report, FDOT District Six, Assisted in the design of Traffic Monitoring Sites and perform site acceptance and inspection. He was also involved in the preparation of the Pavement Condition Report.

Signal Design, Miami-Dade County, Florida. Assisted in the design of Miami-Dade intersection improvements and school zones including signal systems using Microstation.

Districtwide Public Transportation Consultant, FDOT District Six. He has inspected CSX railroad crossings. He has assisted Project Managers in the preparation of reports to document railroad crossings conditions after hurricanes.

State of Florida

Department of State

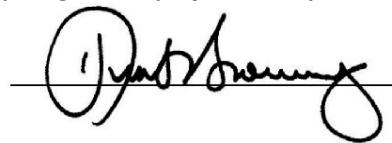
I certify from the records of this office that CTS ENGINEERING, INC. is a corporation organized under the laws of the State of Florida, filed on October 8, 2009.

The document number of this corporation is P09000083589.

I further certify that said corporation has paid all fees due this office through December 31, 2011, that its most recent annual report was filed on January 26, 2011, and its status is active.

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

*Given under my hand and the Great Seal of
Florida, at Tallahassee, the Capital, this the
Twenty Eighth day of January, 2011*



Secretary of State



Authentication ID: 700192607887-012811-P09000083589

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

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



Florida Department of Transportation

CHARLIE CRIST
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

STEPHANIE C. KOPELOUSOS
SECRETARY

February 1, 2010

Certified Mail – Return Receipt Requested

CTS ENGINEERING INC (PART-TIME FIRM)
SHENG YANG, PRESIDENT
13968 SW 122 COURT
MIAMI, FLORIDA 33186

ANNIVERSARY DATE – Annually on 2/1

Dear Mr. Yang:

The Florida Department of Transportation [FDOT] is pleased to announce that your firm is certified under the **Florida Unified Certification Program [UCP]** as a **Disadvantaged Business Enterprise [DBE]** in accordance with Part 49 Section 26, Code of Federal Regulations.

DBE certification is continuing, but is contingent upon the firm maintaining its eligibility annually through this office. You will be notified of your annual responsibilities in advance of the **Anniversary Date**. You must submit the annual **AFFIDAVIT FOR CONTINUING ELIGIBILITY** no later than the **Anniversary Date**. Failure to do so will result in immediate action to remove certification.

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DBE certification is **NOT** a guarantee of work, but enables the firm to compete for, and perform, contract work on all USDOT Federal Aid (FAA, FTA and FHWA) projects in Florida as a DBE contractor, sub-contractor, consultant, sub-consultant or material supplier.

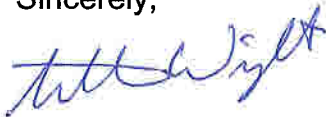
If, at any time, there is a material change, you **must advise this office, by sworn affidavit and supporting documents, within thirty [30] days.** Changes include, but are not limited to, ownership, officers, Directors, management, key personnel, scope of work performed, daily operations, on-going business relationships with other firms or individuals, or the physical location of your firm. After our review, you will receive instructions as to how you should proceed, if necessary. Failure to do so will be deemed a failure, on your part, to cooperate, and will result in immediate action to Remove DBE certification.

Your firm is eligible to compete for, and perform, work on all USDOT Federal Aid projects throughout Florida, and may earn DBE credit for work performed in the following areas:

NAICS:	FDOT Specialty Code & Description
541330	941-Civil Engineering Services
541690	949-Traffic Data Services

Questions or concerns should be directed to this office by mail or telephone. Our telephone number is (850) 414-4747. Our Fax number is (850) 414-4879

Sincerely,



Arthur Wright
Manager, Equal Opportunity Office



Name and Title: Eugene A. Branagan, Senior Vice President, Clary Consulting, LLC.

Years Experience with this Contractor: 12 months

With Other Similar Contractors: 31 years (Public Service with the State of Florida, with 26 year focus on transportation)

Education/Degrees Florida State University
Tallahassee, Florida
Major – Accounting 1978

Professional References: (List a minimum of 3)

Gerry O'Reilly – District 4 Director of Transportation Development - FDOT -
gerry.oreilly@dot.state.fl.us

Pamela Leslie – General Counsel, Miami – Dade Expressway Authority,
pleslie@mdxway.com

Edward Coven – Statewide Transit Manager - FDOT,
ed.coven@dot.state.fl.us Other Relevant Experience and Qualifications:

Over twenty-eight years experience in governmental finance and accounting including Auditing, Accounts Payable, Bond Development, Budget Development, Budget Management, Encumbrance Management, Contract Development, Contract Management, and Certifications Forward. Including:

- Managed the State Infrastructure Loan Program for Florida Department of Transportation and grew this bank into a nationally recognized model for innovative financing approaches to project delivery.
- Participated in development and drafting law and program guidance for the Florida Public private partnership program.

- Developed and implemented the procurement documents and process for the I-595 Express project.

Project References:

- **Express Bus Project Development and Environmental Studies** – Clary Consulting, LLC (CCL), is currently engaged in a series of studies partnering with planning and engineering firms under contract with government entities to examine the options and feasibility of express bus service on major arterial highways. CCL is providing the financial feasibility analysis and integrating this into the Federal Transit Administration requirements for the Small Starts and New Starts process. Sample projects include the SR-7 (US-441) Busway Project Development and Environmental (PD&E) study in Broward and Palm Beach Counties and the Glades Road (SR 808) Busway PD&E study in Palm Beach County.
- **Miami Intermodal Center** – Over \$1.7 billion program of projects. Developed and delivered finance plan for the program of projects. Delivered the first every TIFIA loan and executed two TIFIA loans on the project. Developed new finance approach for the consolidated rental car center at the MIC that was accepted by US DOT TIFIA Program Office and used to finance the project. www.micdot.com
- **I-595 Corridor Improvements** – I-595 Corridor Improvements as a Public-Private Partnership (P3) at \$1.4 billion. Initiated the project as a P3 project that advanced the series of projects between three and 20 years total. First Availability Payment structure to reach finance close in the United States. www.i-595.com



Name and Title: Lowell R. Clary, President, Clary Consulting, LLC.

Years Experience with this Contractor: 3 years

With Other Similar Contractors: Public Service with the State of Florida – focus on transportation for 22 years

Education/Degrees Florida State University
Tallahassee, Florida
Major – Accounting 1982

Professional Certifications

Florida Certified Public Accountant
Certified Government Financial Manager

Professional References: (List a minimum of 3)

James Wolfe – FDOT, District 4 Secretary james.wolfe@dot.state.fl.us

Robert P. Romig – FDOT, State Transportation Planning Administrator,
bob.romig@dot.state.fl.us

Jose Abreu – Miami-Dade County, Director of Aviation, jabreu@miami-airport.com

Other Relevant Experience and Qualifications:

Lowell R. Clary (Lowell) is the President and managing member of Clary Consulting, LLC and Chief Operating Officer of P3 Development Company, LLC. Clary Consulting, LLC provides advisory services to governmental and private sector clients on developing transportation projects, public-private partnerships (P3s), transportation finance, and assists in negotiations of complex projects and agreements. P3 Development Company, LLC develops P3 projects. CCL

serves as advisor to the Miami-Dade County Expressway Authority; Florida Department of Transportation, City of Ocala, Florida, and a private developer developing a toll road in Florida. In addition, Mr. Clary served in public service with the State of Florida in key leadership positions including:

- Florida Department of Transportation (FDOT) – Assistant Secretary for Finance and Administration
- FDOT – Manager, Financial Planning
- FDOT - Inspector General

Project References:

- **Express Bus Project Development and Environmental Studies** – Clary Consulting, LLC (CCL), is currently engaged in a series of studies partnering with planning and engineering firms under contract with government entities to examine the options and feasibility of express bus service on major arterial highways. CCL is providing the financial feasibility analysis and integrating this into the Federal Transit Administration requirements for the Small Starts and New Starts process. Sample projects include the SR-7 (US-441) Busway Project Development and Environmental (PD&E) study in Broward and Palm Beach Counties and the Glades Road (SR 808) Busway PD&E study in Palm Beach County.
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- **95 Express** – Championed the conversion of the existing two HOV lanes and creation of two new lanes within the existing width of I-95 from SR-836 in Central Miami to I-595 in Ft. Lauderdale. First managed lane project in Florida. The first segment is opened to traffic from SR-836 north 10 miles to the Golden Glades Interchange and was delivered as a Design-Build-Finance project. Second segment is now underway. www.95express.com
- **Central Florida Commuter Rail** – New commuter rail line in Central Florida. Led negotiations with CSX Transportation to purchase 61 miles of the CSX railway in Central Florida. Negotiated with local governments to secure a partnership funding approach for the project. www.cfrail.com

SECTION 7
OFFEROR'S DISCLOSURE OF SUBCONTRACTORS,
SUBCONSULTANTS, AND SUPPLIERS

Please list all Subcontractors, Subconsultants, and Suppliers to be used in connection with performance of the Contract. (Use additional pages, if necessary):

Company Name: Media Relations Group, LLC (DBE)

Address: 18001 Old Cutler Road, Suite 407

City, State, & Zip Code: Palmetto Bay, Florida 33157

Company Name: CTS Engineering, Inc. (DBE)

Address: 13968 S.W. 122 Court

City, State, & Zip Code: Miami, Florida 33186

Company Name: Clary Consulting, LLC

Address: 2260 Wednesday Street, Suite 200

City, State, & Zip Code: Tallahassee, Florida 32308

FAILURE TO COMPLETE AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE

SECTION 6

OFFEROR QUALIFICATION FORM

All information supplied in connection with this form is subject to review and verification. Any and all determinations concerning this information will be used to determine eligibility for participation in the award. Inaccurate or incomplete answers may result in your Offer being deemed as "Non-Responsive."

(1) How many years has your organization been in business under your present business name? 24 years

(2) State of Florida Business Tax Receipt type and number: State of Florida – Department of State (Status) – No. P06487

(3) County (state county) Business Tax Receipt type and number type and number: Miami-Dade County - Local Business Tax Receipt – No. EB4213

(4) City Business Tax Receipt type and number: Town of Miami Lakes, FL – Business Tax Receipt – No. 2011-2530
(state city)

PROPOSERS MUST INCLUDE A COPY OF EACH LICENSE OR BUSINESS TAX RECEIPT LISTED WITH OFFER

(5) Have you ever had a contract terminated (either as a prime contractor or subcontractor,) for failure to comply, breach, or default?
_____ yes x no

(IF YES, PLEASE ENCLOSE A DETAILED EXPLANATION ON SEPARATE SHEET)

(6) Please list five Government contract references for similar work in each category in which services are offered:

Company Name: Lake Sumter MPO

Address: 1616 South 14th Street

City, State, & Zip Code: Leesburg, Florida 34748

Contact's Name & Phone #: T.J. Fish, 352-315-0170

Company Name: Florida Department of Transportation, District Five
Address: 133 South Semoran Boulevard
City, State, & Zip Code: Orlando, Florida 32807
Contact's Name & Phone #: John Zielinski, 407-482-7868

Company Name: MetroPlan Orlando
Address: 315 East Robinson Street, Suite 355
City, State, & Zip Code: Orlando, Florida 32801
Contact's Name & Phone #: Harry Barley, 407-481-5672 ext. 313

Company Name: Hillsborough Area Regional Transit
Address: 201 East Kennedy Boulevard
City, State, & Zip Code: Tampa, Florida 33605
Contact's Name & Phone #: Mary Shavalier, 813-223-6831

Company Name: Broward County Government
Address: 100 West Cypress Creek Road, Suite 850
City, State, & Zip Code: Ft. Lauderdale, Florida 33309
Contact's Name & Phone #: Greg Stuart (former Director, Broward County Planning and Redevelopment Division, 954-876-0033

**FAILURE TO COMPLETE AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

Financial Statement

HDR has the financial stability, capacity, and resources to successfully deliver this project. Since our founding 94 years ago, the firm has steadily grown in size and strength, resulting in gross revenues greater than \$1 billion in 2009 and 2010, and we are audited each year in accordance with Federal Acquisition Regulations. These audits regularly state that we are in sound and strong financial condition. An audit package has been provided..



HDR Engineering, Inc. and Subsidiaries

Statement of Direct Labor, Fringe Benefits and
General Overhead and Schedule of Facilities
Capital Cost of Money Prepared in Accordance
With the Federal Acquisition Regulations Part 31;
Florida Department of Transportation Rule 14.75;
Florida Department of Management Services Rules,
Chapter 60L-9; and Florida Statute 112.061
for the Year Ended December 25, 2010, and
Independent Auditors' Reports

HDR ENGINEERING, INC. AND SUBSIDIARIES

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITORS' REPORT	1-2
STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD FOR THE YEAR ENDED DECEMBER 25, 2010	3
DESCRIPTION OF FEDERAL ACQUISITION REGULATIONS (FAR) REFERENCES	4-5
SCHEDULE OF FACILITIES CAPITAL COST OF MONEY FOR THE YEAR ENDED DECEMBER 25, 2010	6
NOTES TO THE STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD AND SCHEDULE OF FACILITIES CAPITAL COST OF MONEY FOR THE YEAR ENDED DECEMBER 25, 2010	7-10
INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT PERFORMED IN ACCORDANCE WITH <i>GOVERNMENT AUDITING STANDARDS</i>	11-12

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
HDR Engineering, Inc.:

Re: Statement of Direct Labor, Fringe Benefits and General Overhead and Schedule of Facilities Capital Cost of Money Prepared in Accordance with the Federal Acquisition Regulations Part 31; Florida Department of Transportation Rule 14.75; Florida Department of Management Services Rules, Chapter 60L-9; and Florida Statute 112.061

We have audited the accompanying Statement of Direct Labor, Fringe Benefits and General Overhead and the Schedule of Facilities Capital Cost of Money of HDR Engineering, Inc. and subsidiaries (the "Company") for the year ended December 25, 2010. This information is the responsibility of the Company's management. Our responsibility is to express an opinion on the accompanying statement and schedule based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the aforementioned statement and schedule are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the Statement of Direct Labor, Fringe Benefits and General Overhead and Schedule of Facilities Capital Cost of Money, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall statement and schedule presentation. We believe that our audit provides a reasonable basis for our opinion.

The accompanying statement and schedule were prepared on a basis of accounting practices prescribed by Part 31 of the Federal Acquisition Regulations; Florida Department of Transportation Rule 14.75; Florida Department of Management Services Rules, Chapter 60L-9; and Florida Statute 112.061 and is not intended to be a presentation in conformity with accounting principles generally accepted in the United States of America.

In our opinion, such statement and schedule present fairly, in all material respects, the Direct Labor, Fringe Benefits and General Overhead and Facilities Capital Cost of Money of HDR Engineering, Inc. and subsidiaries for the year ended December 25, 2010, in accordance with the Federal Acquisition Regulations Part 31; Florida Department of Transportation Rule 14.75; Florida Department of Management Services Rules, Chapter 60L-9; and Florida Statute 112.061.

In accordance with *Government Auditing Standards*, we have also issued our report dated April 29, 2011, on our consideration of the Company's internal control over financial reporting and our tests of its

compliance with laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

This report is intended solely for the information and use of the Company and government agencies or other customers related to contracts employing the cost principles of the Federal Acquisition Regulations Part 31; Florida Department of Transportation Rule 14.75; Florida Department of Management Services Rules, Chapter 60L-9; and Florida Statute 112.061 and is not intended to be used and should not be used by anyone other than these specified parties.

deloitte & touche LLP

April 29, 2011

HDR ENGINEERING, INC. AND SUBSIDIARIES

STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD FOR THE YEAR ENDED DECEMBER 25, 2010

(Prepared for the Florida Department of Transportation "DOT")

	Actual	Unallowable	FAR Reference	Allowable
DIRECT LABOR	\$258,040,495	\$		\$258,040,495
FRINGE BENEFITS:				
Vacation	\$ 33,457,050	\$		\$ 33,457,050
Holiday	12,484,608			12,484,608
Sick leave	561,806			561,806
Payroll taxes	32,520,605			32,520,605
Group insurance	29,922,742			29,922,742
Retirement benefits	17,862,451			17,862,451
Total fringe benefits	126,809,262			126,809,262
GENERAL OVERHEAD:				
Indirect labor:				
General	114,726,318	(3,263,008)	31.205-6(p),27(a)	111,463,310
Marketing	33,179,990	(128,599)	31.205-1(f)(1)	33,051,391
Travel and expenses — general	7,900,474	(1,120,631)	31.205-14,51 & Florida Statute 112.061	6,779,843
Employees' expenses	11,382,143	(2,837,979)	31.205-1(f)(7),14,22,51	8,544,164
Supplies	80,314			80,314
Building rental and expenses — net	46,034,592			46,034,592
Autos	838,138	(55,470)	31.205-6(m)(2)	782,668
Taxes — general	3,068,425			3,068,425
Depreciation and amortization	9,882,690	(4,649,889)	31.205-49	5,232,801
Postage and freight	828,197			828,197
Telephone	4,671,481			4,671,481
Subscriptions	187,482	(39)	31.205-43(b)	187,443
Donations	482,921	(482,921)	31.205-8	
Insurance and self-insurance	11,596,321	(1,256,198)	31.205-19	10,340,123
Bad debts	740,295	(740,295)	31.205-3	
Office expenses	1,159,245	(168)	31.205-1(f)(1)	1,159,077
Interest — net	879,680	(879,680)	31.205-20	
Professional services	720,617	(441,858)	31.205-22	278,759
Temporary help	361,445			361,445
Marketing	5,205,835	(5,156,816)	31.205-1(f)(1)&(7),14,22 & Florida Statute 112.061	49,019
Intercompany overhead	94,040			94,040
Allocated expense	42,381,031	(27,823,267)		14,557,764
Computer expense	10,456,796	23,802,904	31.205-1(f)(1),14 & Florida Statute 112.061	34,259,700
Administrative costs	12,312,915	(2,330,039)	31.205-1(f)(1)&(7),14,22,27 & Florida Statute 112.061	9,982,876
Miscellaneous	1,295,216	(979,415)	31.205-3,14,15,27,46(c)(2),51	315,801
State income tax expense	775,823	112,425	31.205-41(b)(7)	888,248
Total general overhead	321,242,424	(28,230,943)		293,011,481
TOTAL FRINGE BENEFITS AND GENERAL OVERHEAD	\$448,051,686	\$(28,230,943)		\$419,820,743
TOTAL FRINGE BENEFITS AND GENERAL OVERHEAD RATE	173.64 %			162.70 %

See notes to statement and schedule.

HDR ENGINEERING, INC. AND SUBSIDIARIES

STATEMENTS OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD FOR THE YEAR ENDED DECEMBER 25, 2010 (Description of FAR References)

1. **31.205-6(p),27(a)** — Compensation paid to senior executives in excess of allowable limits./Expenditures in connection with acquisition costs are unallowable.
2. **31.205-1(f)(1)** — Portion of unallowable public relations and advertising costs.
3. **31.205-14,51 & Florida Statute 112.061**— Costs of entertainment are unallowable./Costs of alcoholic beverages are unallowable./Meals and lodging in excess of Florida per diem rates are unallowable.
4. **31.205-1(f)(7),14,22,51**— Costs of memberships in civic and community organizations are not allowable. /Entertainment, lobbying costs and alcoholic beverages are not allowable.
5. **31.205-6(m)(2)** — Portion of the cost of company-furnished automobiles that relates to personal use by employees, including transportation to and from work, are unallowable.
6. **31.205-49** — Goodwill may arise from the acquisition of a company as a whole or a portion thereof. Any costs for amortization, expensing, write-off, or write-down of goodwill are unallowable.
7. **31.205-43(b)** – Subscription costs which are not trade, business, professional, or other technical periodicals are not allowable.
8. **31.205-8** — Donations are unallowable.
9. **31.205-19** — Insurance and self insurance — See Insurance discussion in Note 1./Costs of business interruption insurance covering profit is unallowable.
10. **31.205-3** — Bad debts are unallowable.
11. **31.205-1(f)(1)** – Portion of unallowable public relations and advertising costs.
12. **31.205-20** — Interest and other financial costs are unallowable.
13. **31.205-22** – Lobbying and political activity costs are not allowable.
14. **31.205-1(f)(1)&(7),14,22 & Florida Statute 112.061** — Portion of unallowable public relations and advertising costs./Costs of entertainment and lobbying are unallowable./Meals & lodging in excess of Florida per diem rates are unallowable.
15. **Allocated Expense** — Portion of unallowable allocated expenses from the parent. See Allocation from Parent discussion in Note 1.
16. **31.205-1(f)(1),14 & Florida Statute 112.061**—Portion of unallowable public relations and advertising costs./Costs of entertainment are unallowable./Meals and lodging in excess of Florida per diem rates are unallowable.
17. **31.205-1(f)(1)&(7),14,22,27 & Florida Statute 112.061**- Portion of unallowable public relations and advertising costs./Costs of entertainment and lobbying are unallowable./ Expenditures in connection with acquisition costs are unallowable./Meals & lodging in excess of Florida per diem rates are unallowable.

18. **31.205-3,14,15,27,46(c)(2),51**— Bad debts are unallowable./Costs of entertainment are unallowable./ Costs of fines and penalties are unallowable./Expenditures in connection with acquisition costs are unallowable./Costs of leased airplane for business travel are unallowable./Costs of alcoholic beverages are unallowable.
19. **31.205-41(b)(7)** — Portion of state income tax which is deferred and not a current tax expense is not allowable.

HDR ENGINEERING, INC. AND SUBSIDIARIES

SCHEDULE OF FACILITIES CAPITAL COST OF MONEY FOR THE YEAR ENDED DECEMBER 25, 2010

FACILITIES CAPITAL EMPLOYED	\$ 33,938,589
SECRETARY OF TREASURY INTEREST RATE	<u>3.1900 %</u>
FACILITIES CAPITAL COST OF MONEY	<u>\$ 1,082,641</u>
DIRECT LABOR BASE	<u>\$258,040,495</u>
FACILITIES CAPITAL COST OF MONEY RATE	<u>0.41956 %</u>

See notes to statement and schedule.

HDR ENGINEERING, INC. AND SUBSIDIARIES

NOTES TO STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD AND SCHEDULE OF FACILITIES CAPITAL COST OF MONEY (PREPARED FOR FLORIDA DOT) FOR THE YEAR ENDED DECEMBER 25, 2010

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

HDR Engineering, Inc. and subsidiaries (the “Company”) is a wholly owned subsidiary of HDR, Inc. The Company is engaged in the business of providing engineering consulting services from offices located in major cities throughout the United States. The Statement of Direct Labor, Fringe Benefits and General Overhead (the “Statement”) and the Schedule of Facilities Capital Cost of Money (the “Schedule”) excludes non-engineering subsidiaries, HDR Construction Control Corporation, and two project management departments established to track direct and indirect costs associated with two particular long-term contracts. The significant accounting practices and system utilized by the Company include:

- a. *Basis of Accounting* — The Company’s Statement of Direct Labor, Fringe Benefits and General Overhead and Schedule of Facilities Capital Cost of Money were prepared on the basis of accounting practices prescribed in Part 31 of the Federal Acquisition Regulations (FAR); Florida Department of Transportation Rule 14.75; Florida Department of Management Services Rules, Chapter 60L-9; and Florida Statute 112.061. Accordingly, the statement and schedule are not intended to present the results of operations of the Company in conformity with accounting principles generally accepted in the United States of America.

Subsequent events have been evaluated through April 29, 2011, the date the aforementioned Statement and Schedule were available to be issued, and management has determined no subsequent events require adjustment to or disclosure in the Statement or the Schedule.

- b. *Project Cost System* — The Company maintains a project cost accounting system for the recording and accumulation of costs incurred under its contracts. Each project is assigned a project number so that costs may be segregated and accumulated in the Company’s project cost accounting system.
- c. *Indirect Rate Structure* — The Company’s method of allocating indirect costs to final cost objectives uses a single base of Direct Labor Dollars.
- d. *Proposals* — The Company’s policies for estimating costs for pricing purposes during the proposal process is consistent with its policies for the accumulation and reporting of costs under its project cost accounting system.
- e. *Allocation from Parent* — Overhead incurred by the Company’s parent, HDR, Inc., is allocated to the Company based on direct labor and square footage, as appropriate, for the nature of the expense. This overhead is shown on the Statement of Direct Labor, Fringe Benefits and General Overhead as allocated expense.
- f. *Allocation to Subsidiary* — The Company allocates certain administrative costs from its overhead departments along with its share of HDR, Inc. costs to its operating subsidiaries on the basis of direct labor. A special allocation of compensation was made to HDR Environmental Operations and Construction, Inc., a wholly owned subsidiary of HDR, Inc., for certain services provided by specific employees based on their time spent.

- g. *Labor Related Costs* — The Company distributes labor costs to direct projects for all employee classifications. Overtime premium costs are not charged directly to projects, but are included in the overhead pool. The Company also paid compensation to senior executives in excess of FAR subpart 31.205-6(p) limit of \$693,951 per person for the year ended December 25, 2010. The total compensation to senior executives in excess of the FAR limitation amounted to \$1,884,999 all of which was adjusted as unallowable to the indirect labor-general line of the Statement of Director Labor, Fringe Benefits and General Overhead for the year ended December 25, 2010.
- h. *Uncompensated Overtime* — The Company did not pay certain salaried employees for time worked on projects in excess of 40 hours per week. Time in excess of 40 hours billed to clients was credited to the overhead pool. The credited amount of \$3,684,194 for the year ended December 25, 2010, consisted of hours worked in excess of 40 hours, times the employee's actual hourly rate.
- i. *Direct Costs* — The Statement of Direct Labor, Fringe Benefits and General Overhead excludes the following classification of costs which were identified to projects: travel, telephone, copying and printing, mail, equipment, employee mileage, outside labor, and other miscellaneous costs. For subcontractors, the source of the direct charge is the vendor invoice received by the Company.
- j. *Contract Labor* — The Company uses contract labor for some engineering related services, and bills this labor as an other direct cost to the clients' projects. The contract labor costs charged directly to projects for the year ended December 25, 2010 amounted to \$3,721,013 and is not included in the direct labor base.
- k. *Insurance* — Insurance costs, included in insurance and self-insurance in the Statement of Direct Labor, Fringe Benefits and General Overhead, represent a charge for the deductible portion under the Company's professional liability coverage and the Company's portion of the premium paid by HDR, Inc. for professional liability coverage. The costs incurred for the deductible portion of the professional liability coverage are based upon the deductible portion of average claims paid averaged over the five years. The adjustment for self-insurance is the difference between the expense recorded and the actual cash paid.
- l. *Depreciation* — For book purposes, depreciation for equipment is calculated using the straight-line method over the estimated useful lives of the respective assets. Leasehold improvements are amortized on the straight-line basis over the shorter of the term of the lease or the life of the asset. Such methods meet the requirements of FAR subpart 31.205-11. For tax purposes, an accelerated depreciation method is used. Upon sale or retirement of property and equipment, the related cost and accumulated depreciation is removed from the accounts and any gain or loss is reflected currently.
- m. *Computer Allocation* — The Company accumulates Computer Aided Design and Technical Personal Computer costs in one cost center. These costs are charged directly to contracts as a general technology charge using an hourly billing rate of \$3.70. The actual cost per hour for the year ended December 25, 2010 was \$4.05. The variance between the technology costs charged directly to contracts and the total technology costs is included in the overhead pool. The total technology costs were \$25,742,252 for the year ended December 25, 2010. Contracts entered into with the State of Florida do not provide for direct charging of technology costs. Direct charged technology costs of \$23,819,409 for the year ended December 25, 2010, have been added back into the overhead pool to determine the effective allowable overhead rate had the total technology costs been treated as an indirect expense.
- n. *Facilities Capital Cost of Money Rate* — In accordance with FAR subpart 31.205-10, the Company has calculated a weighted average cost of money rate for the year ended December 25, 2010, based

upon interest rates specified by the Secretary of Treasury under Public Law 92-41. The facilities capital cost of money rate is computed in accordance with Cost Accounting Standard 414. Facilities capital cost of money is based on the average net book value of leasehold improvements and equipment for the year ended December 25, 2010.

- o. *Compensated Personal Absence* – The Company maintains a practice for Paid Time Off for absences from work for reasons such as illness, vacation, or personal activities. The Company, depending upon an employee's years of service or age, accrues a set amount each pay period which is expenses to overhead. When used the liability account is relieved.
- p. *Pension Plans, Deferred Compensation Plans and ESOPs* - The Company maintains a 401(k) savings plan which meets the requirements of FAR Part 31.205-6(j), to which it makes a cash contribution of 100% of the first 4% of deferrals of qualified employees' salaries each year. The Company sponsors the HDR, Inc. BEST Plan and ESOP Ownership Trust (the "Plan"). The Plan is divided into two parts: (1) the ESOP portion and (2) the BEST Plan portion. Under this Plan, participants may defer, through payroll deductions, an even percentage of their income up to the maximum total pretax deferral allowed by the IRC. The Plan also provides that the Company may make a matching contribution and also allows for a discretionary contribution in an amount determined each year by the Board of Directors. In addition, the Company may make contributions to the ESOP portion of the Plan in Company stock or cash. The funds are invested into a choice of investments as directed by the participants. In addition, the Company has an executive deferred compensation plan, whereby participants are allowed to defer a portion of their annual base salary and/or incentive compensation into a trust held by the Company. The funds are invested into a choice of investments as directed by the participants. As compensation, certain employees are granted phantom shares in the Company. The portion vesting in 2010, less any amounts attributable to stock appreciation, has been included in the compensation.

2. DIRECT EXPENSE RATE

The Company's direct expense rate is based on the direct cost accumulated in the project costs and recorded by the following accounts in the general ledger. These accounts represent costs regularly incurred and accumulated for the year ended December 25, 2010, on all projects.

Travel	\$ 13,749,638
Telephone	390,306
Copying and printing	5,190,102
Mail	685,306
Equipment	1,184,420
Employee mileage	1,843,277
Other	<u>6,168,239</u>
Total	29,211,288
Unallowable	<u>(1,649,157)</u>
Allowable direct expenses	<u>\$ 27,562,131</u>
Direct labor	<u>\$258,040,495</u>
Direct expense rate	<u>10.68 %</u>

Direct charged technology costs of \$23,819,409 for the year ended December 25, 2010, have been excluded from the direct expense rate and added back into the overhead pool.

* * * * *

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER
MATTERS BASED ON AN AUDIT PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

To the Board of Directors of
HDR Engineering, Inc.:

We have audited the Statement of Direct Labor, Fringe Benefits and General Overhead and the Schedule of Facilities Capital Cost of Money of HDR Engineering, Inc. and subsidiaries (the "Company") for the year ended December 25, 2010, and have issued our report thereon dated April 29, 2011. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control over Financial Reporting

In planning and performing our audit, we considered the Company's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the statement and schedule, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Company's internal control over financial reporting.

The management of the Company is responsible for establishing and maintaining internal control over financial reporting. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal controls over financial reporting. The objectives of internal control over financial reporting are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with Part 31 of the Federal Acquisition Regulation. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or a combination of control deficiencies, that adversely affects the Company's ability to initiate, authorize, record, process, or report financial data reliably in accordance with Part 31 of the Federal Acquisition Regulation such that there is a more than remote likelihood that a misstatement of the Company's overhead schedule that is more than inconsequential will not be prevented or detected by the Company's internal control. A material weakness is a significant deficiency, or a combination of significant deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Company's overhead schedule will not be prevented or detected, and corrected, on a timely basis.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Company's aforementioned statement and schedule are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, and contracts, including the provisions of the applicable sections of Part 31 of the Federal Acquisition Regulations; Florida Department of Transportation Rule 14.75; Florida Department of Management Services Rules, Chapter 60L-9; and Florida Statute 112.061, noncompliance with which could have a direct and material effect on the determination of the amounts reported on the statement and schedule. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information and use of the Company and government agencies or other customers related to contracts employing the cost principles of the Federal Acquisition Regulations and is not intended to be and should not be used by anyone other than these specified parties.

Omaha, Nebraska
April 29, 2011

Chapter 9 – Litigation History

In today's legal environment, claims and litigation are a reality for any large participant in the construction industry, regardless of performance or merit. When claims do occur, HDR Engineering, Inc. seeks to be proactive and cooperate with our client in reaching a resolution that is fair and reasonable to all. We also value the confidences of our clients as well as our contractual commitments to confidentiality, and do not discuss with third parties the circumstances involving other projects. We would take the same position with information regarding our work on your project. If necessary, we would be willing to meet in person with your selection committee with appropriate confidentiality agreements, to discuss the merits or background of past claims. There are no claims or litigation that could impede our ability to perform your project, and HDR has maintained professional liability insurance in force continually since 1958 for the protection of us and our clients.

Plaintiff: City of Miami NC

Defendant: HDR Engineering, Inc., et. al.

Court & Date filed: Circuit Court; 07/31/09

Cause & Status: Civil Complaints; Pending

Plaintiff: City of Miami

Defendant: HDR Engineering, Inc., et. al.

Court & Date filed: Circuit Court; 02/03/11

Cause & Status: Contract & Indebtedness; Pending

Plaintiff: Arapahoe County Water and Wastewater Public Improvements District, et. al.

Defendant: HDR Engineering, Inc.

Court & Date filed: Denver-Fed Ct; 08/21/08

Cause & Status: Breach of Contract; Judgment

Plaintiff: Tampa Bay Water

Defendant: HDR Engineering, Inc., et. al.

Court & Date filed: Tampa-Fed Ct; 12/10/08

Cause & Status: "Tampa Bay Water has filed a lawsuit against the contractor, construction manager, and HDR Engineering, regarding the C.W. Bill Young Reservoir in Tampa, Florida. The cause of problems experienced with a soil-cement layer on the reservoir inner embankment remains a subject of investigation."

Chapter 9 – Litigation History

Plaintiff: HDR Engineering, Inc., et. al.

Defendant: R.C.T. Engineering, Inc.

Court & Date filed: West Palm Beach-Fed Ct; 09/22/08

Cause & Status: Breach of Contract; Dismissed-Settled

Plaintiff: Triad Western Constructors, Inc.

Defendant: City of Hobbs, et. al. [HDR Engineering, Inc.]

Court & Date filed: Albuquerque-Fed Ct; 07/28/10

Cause & Status: Breach of Contract; Pending

Plaintiff: Saunders Concrete Company, Inc.

Defendant: M.A. Mortenson Company, et. al. [HDR Engineering, Inc.]

Court & Date filed: Syracuse-Fed Ct; 04/18/11

Cause & Status: Other Contract; Pending


Plaintiff: W.O.H. Enterprises L.L.C.

Defendant: Shiner Moseley and Associates, Inc., et. al. [HDR Engineering, Inc.]

Court & Date filed: Corpus Christi-Fed Ct; 01/20/09

Cause & Status: Breach of Contract; Remanded

Chapter 10 - Insurance Requirement

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 5/25/2010	
PRODUCER Lockton Companies, LLC-1 Kansas City 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.			
INSURED 1013472 HDR ENGINEERING, INC. ATTN: LOUIS J. PACHMAN 8404 INDIAN HILLS DRIVE OMAHA, NE 68114-4049		INSURERS AFFORDING COVERAGE INSURER A: Hartford Fire Insurance Company INSURER B: St. Paul Fire and Marine Insurance Co INSURER C: New Hampshire Insurance Company INSURER D: Insurance Company of the State of PA INSURER E: Zurich American Insurance Company		NAIC # 19682 24767 23841 19429 16535	
COVERAGES HDRIN01 SA THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
INSR	ADD'L LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)
A		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab. GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	37CSEQU0950	6/1/2010	6/1/2011
					LIMITS EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000
A		AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	37CSEQU0951 (AOS) 37CSEQU0952 (HI)	6/1/2010	6/1/2011
					COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO	NOT APPLICABLE		
					AUTO ONLY - EA ACCIDENT \$ XXXXXXXX OTHER THAN EA ACC \$ XXXXXXXX AUTO ONLY: AGG \$ XXXXXXXX
B		EXCESS / UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> UMBRELLA FORM <input checked="" type="checkbox"/> RETENTION \$ 0	QK08000912 (EXCLUDES PROF. LIAB)	6/1/2010	6/1/2011
					EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$ XXXXXXXX \$ XXXXXXXX \$ XXXXXXXX
C		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below	3621195 (AOS) 3621196 (CA)	6/1/2010	7/1/2011
D		<input checked="" type="checkbox"/> V/I/N <input checked="" type="checkbox"/> N		6/1/2010	7/1/2011
					<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E		OTHER ARCHS & ENGS PROFESSIONAL LIABILITY	EOC9260026-03	6/1/2010	6/1/2011
					PER CLAIM: \$1,000,000. AGG: \$1,000,000.
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS					
CERTIFICATE HOLDER 312366 FOR INFORMATION PURPOSES ONLY			CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL NOTIFY THE CERTIFICATE HOLDER BY MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT. NOTIFY THE CERTIFICATE HOLDER BY MAIL NOTIFY THE CERTIFICATE HOLDER BY MAIL NOTIFY THE CERTIFICATE HOLDER BY MAIL AUTHORIZED REPRESENTATIVE 		

ACORD 25 (2009/01)

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For questions regarding this certificate, contact the number listed in the "Producer" section above and specify the client code "HDRIN01".

Prepared for:

Broward Metropolitan Planning Organization

HDR

Chapter 11 – Criminal Convictions

HDR Engineering, Inc. **does not have** an officer, director, or executive who has been convicted of a felony during the past ten (10) years.

SECTION 10 NON-COLLUSIVE AFFIDAVIT

State of Florida)
) SS:
County of Broward)

Will Suero, PE being first duly sworn, deposes and says that:

(1) He/she is the Representative, (Owner, Partner, Officer, Representative or Agent) of HDR Engineering, Inc. the Bidder that has submitted the attached Bid;

(2) He/she is fully informed respecting the preparation and contents of the attached Offer and of all pertinent circumstances respecting such Offer:

(3) Such Offer is genuine and is not collusive or a sham Offer;

(4) Neither the said Offeror nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Offeror, firm, or person to submit a collusive or sham Offer in connection with the Work for which the attached Offer has been submitted; or to refrain from bidding in connection with such work; or have in any manner, directly or indirectly, sought by person to fix the price or prices, or to fix any overhead, profit, or cost elements of the price of any other Offeror, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed work;

(5) Any hourly rates quoted in the attached Offer are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Offeror or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

Signed, sealed and delivered
in the presence of:

Witness

Witness

By: _____

(Printed Name)

(Title)

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

ACKNOWLEDGMENT

State of _____)
County of _____) SS.

BEFORE ME, the undersigned authority personally appeared to me well known and known by me to be the person described herein and who executed the foregoing Affidavit and acknowledged to and before me that executed said Affidavit for the purpose therein expressed.

WITNESS, my hand and official seal this day _____ of _____ 20__.

My Commission Expires:

Notary Public State of Florida at Large

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

SECTION 12 INDEPENDENCE AFFIDAVIT

The undersigned individual, being duly sworn, deposes and says that:

1. He/She is Vice President of HDR Engineering, Inc., the OFFEROR that has submitted the attached Offer;

2. a. Below is a list and description of any relationships, professional, financial or otherwise that OFFEROR may have with the BMPO, its elected or appointed officials, its employees or agents or any of its agencies or component units for the past two (2) years.

b. Additionally, the OFFEROR agrees and understands that OFFEROR shall give the BMPO written notice of any other relationships professional, financial or otherwise that OFFEROR enters into with the BMPO its elected or appointed officials, its employees or agents or any of its agencies or component units during the period of this Agreement. (If paragraph 2(a) above does not apply, please indicate by stating, "Not applicable" in the space below.)

- Community Planning & Urban Design, Broward County Governmental Center Downtown Campus project for Broward County - Greg Stuart, Executive Director , Broward MPO was the Former Director Broward County Planning & Redevelopment Division

[THIS SPACE INTENTIONALLY LEFT BLANK]

2. I have attached an additional page to this form explaining why such relationships do not constitute a conflict of interest relative to performing the Services sought in the RFQ.

Vice President

Title

Date _____

STATE OF FLORIDA)

COUNTY OF BROWARD)

The foregoing instrument was acknowledged before me this ____ day of _____, 20__, by _____ as _____ for _____.

Personally known to me _____ OR

Has produced Identification _____, type of identification produced _____

NOTARY PUBLIC

My Commission Expires:

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

SECTION 8 DRUG-FREE WORKPLACE AFFIDAVIT

FLORIDA STATE STATUTE 287.087

Identical Tie Bids: Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under Bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through the implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Vendor's Signature

SECTION 5 AMENDMENT ACKNOWLEDGEMENT FORM

Amendment #

Date Received

#1 LIST OF QUESTIONS AND RESPONSES

June 17, 2011

#2 EVALUATION CRITERIA

June 17, 2011

#3 QUESTIONS AND ANSWERS

June 29, 2011

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

OFFEROR:

HDR Engineering, Inc.

(Company Name)

(Signature)

Will Suero, PE, Vice President

(Printed Name & Title)

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

**SECTION 9
ANTI-KICKBACK AFFIDAVIT**

STATE OF FLORIDA }
 } SS:
COUNTY OF BROWARD }

I, the undersigned, hereby duly sworn, depose and say that no portion of the sum that my organization may receive as a result of this Solicitation will be paid to any employees of the BMPO, its elected officials, and/or its consultants, 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: _____

Title: Vice President _____

Sworn and subscribed before this

_____ day of _____, 20_____

Notary Public, State of Florida

(Printed Name)

My commission expires: _____

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

SECTION 11
NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization, business or entity represented herein shall not discriminate against any person in its operations, activities or delivery of services under any agreement it enters into with the Broward Metropolitan Planning Organization. The same shall affirmatively comply with all applicable provisions of federal, state and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

By: _____

Title: Vice President

Sworn and subscribed before this

_____ day of _____, 20____

Notary Public, State of Florida

(Printed Name)

My commission expires: _____

**FAILURE TO COMPLETE AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

SECTION 13

ACCURACY OF OFFER CERTIFICATION

OFFEROR, by executing this Form, hereby certifies and attests that all Forms, Affidavits and documents related thereto that it has enclosed in support of its Offer are true and accurate. Failure by OFFEROR to attest to the truth and accuracy of such Forms, Affidavits and documents shall result in the Offer being deemed nonresponsive and such Offer will not be considered.

The undersigned individual, being duly sworn, deposes and says that:

1. He/She is Vice President of HDR Engineering, Inc., the OFFEROR that has submitted the attached Offer;
2. He/She is fully informed respecting the preparation and contents of the attached Offer and of all Forms, Affidavits and documents submitted in support of such Offer;
3. All Forms, Affidavits and documents submitted in support of this Proposal and included in this Proposal are true and accurate;
4. No information that should have been included in such Forms, Affidavits and documents has been omitted; and

[THIS SPACE INTENTIONALLY LEFT BLANK]

**SECTION 13
ACCURACY OF OFFER CERTIFICATION
(CONTINUED)**

5. No information that is included in such Forms, Affidavits or documents is false or misleading.

Signature

Will Suero, PE (CORPORATE SEAL)
Print Name

Vice President
Title

Date
STATE OF FLORIDA)
)
COUNTY OF BROWARD)

The foregoing instrument was acknowledged before me this ____ day of _____,
20__, by _____ as _____ for
_____ .

Personally known to me _____ OR

Has produced Identification _____, type of identification produced

NOTARY PUBLIC

My Commission Expires:

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM
MAY DEEM YOUR OFFER NON-RESPONSIVE**

ANTICIPATED DBE PARTICIPATION STATEMENT

Project Description: Broward MPO Transportation Planning Services

Consultant Name: HDR Engineering, Inc.

This Consultant (is ☐) (is not ☒) a Department of Transportation certified Disadvantaged Business Enterprise (DBE)

Expected percentage of contract fees to be subcontracted to DBE(s): At least 10 %

If the intention is to subcontract a portion of the contract fees to DBE(s), the proposed DBE subconsultants are as follows:

DBE Subconsultant	Type of Work/Commodity
Media Relations Group, LLC	Public relations/Public Information
CTS Engineering, Inc	Data Collection

Submitted by: _____

Title: Vice President

Date: June 30, 2011

BID OPPORTUNITY LIST

Please complete and mail, fax or e-mail to Minority Programs Office

605 Suwannee St., MS 65

Tallahassee, FL 32399-0450

TELEPHONE: (850) 414-4747

FAX: (850) 488-3914

Valeria.Robinson@dot.state.fl.us

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

Prime Contractor/Consultant: HDR Engineering, Inc.

Address/Telephone Number: 315 E. Robinson St., Ste. 400, Orlando, FL 32801, 407/420-4200

Quotes/Received During Month/Yr: June 2011

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

1. Federal ID Number: 47-0680568
2. Firm Name: HDR Engineering, Inc
3. Phone: 407-420-4200
4. Address: 315 E. Robinson St
 Suite 400
 Orlando, FL 32801

3. ☐ DBE
☒ Non-DBE

4. ☐ Sub-contractor
☐ Sub-consultant

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

5. Year Firm Established: 1917

1. Federal ID Number: 27-1089334
2. Firm Name: CTS Engineering, Inc..
3. Phone: 305-890-7198
4. Address: 13968 S.W. 122 Court
 Miami, FL 33186
 Tampa, FL 33607

3. ☒ DBE
☐ Non-DBE

4. ☐ Sub-contractor
☒ Sub-consultant

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

5. Year Firm Established: 2009

1. Federal ID Number: 20-0118620
2. Firm Name: Media Relations Group, LLC
3. Phone: 305-254-8589
4. Address: 18001 Old Cutler Road
 Suite 407
 Palmetto Bay, FL 33157

3. ☒ DBE
☐ Non-DBE

4. ☐ Sub-contractor
☒ Sub-consultant

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

5. Year Firm Established: 1999

1. Federal ID Number: F26-1633711
2. Firm Name: Clary Consulting, LLC
3. Phone: 850-391-9798
4. Address: 2260 Wednesday Street
 Suite 200
 Tallahassee, FL 32308
5. Year Firm Established: 2008

3. ☐ DBE
☒ Non-DBE

4. ☐ Sub-contractor
☒ Sub-consultant

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