

JUN 18 2025

**CONTRACT FOR  
COUNTYWIDE TRANSPORTATION MASTER PLAN (CTMP)**

**R 2025 0878** (Contract No. 25-016/CB)

This Contract No. 25-016/CB is made as of this 18<sup>th</sup> day of June, 2025, by and between Palm Beach County, a political subdivision of the State of Florida, by and through its Board of Commissioners, hereinafter referred to as the COUNTY, and WSP USA Inc., 3825 PGA Blvd., Suite 205, Palm Beach Gardens, FL 33410, a corporation, authorized to do business in the State of Florida, hereinafter referred to as the CONSULTANT.

In consideration of the mutual promises contained herein, the COUNTY and the CONSULTANT agree as follows:

**ARTICLE 1 - SERVICES**

The CONSULTANT's responsibility under this Contract is to provide A Countywide Transportation Master Plan to the Planning, Zoning and Building Department in accordance with Exhibit A, Scope of Work/Services, and Exhibit B, CONSULTANT's proposal dated March 4, 2025, both of which are attached hereto and incorporated herein.

The COUNTY's representative/liaison during the performance of this Contract shall be Thuy Shutt, AIA, FRA-RA, Planning Director, telephone number (561) 233-5300 or designee.

The CONSULTANT's representative/liaison during the performance of this Contract shall be Claudia Bilotto, AICP, Project Manager, telephone number (404) 364-2651.

**ARTICLE 2 - ORDER OF PRECEDENCE**

Conflicting provisions hereof, if any, shall prevail in the following descending order of precedence: (1) the provisions of the Contract, including Exhibit A; (2) the provisions of RFP No. 25-016/CB and all Amendments thereto, which are incorporated into and made a part of this Contract; (3) Exhibit B, CONSULTANT's proposal dated March 4, 2025; and (4) all other documents, if any, cited herein or incorporated herein by reference.

**ARTICLE 3 - SCHEDULE**

The CONSULTANT shall commence services on July 1, 2025, and complete all services by October 1, 2026 with three (3) one (1) year options for renewal at the sole discretion of the COUNTY).

***This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.***

Reports and other items shall be delivered and/or completed in accordance with Exhibit A.

#### **ARTICLE 4 - PAYMENTS TO CONSULTANT**

- A. The total amount to be paid by the COUNTY under this Contract for all services and materials shall not exceed a total contract amount of Nine Hundred Ninety-Five Thousand One Hundred Ninety Dollars and Eighty-Nine cents (\$995,190.89).

The CONSULTANT shall notify the COUNTY's representative, in writing, when ninety percent (90%) of the "not-to-exceed amount" has been reached. The CONTRACTOR will bill the COUNTY on a monthly basis, no later than the 15th of the following month or as otherwise provided, at the amounts set forth in Exhibit B for services rendered toward the completion of the Scope of Work/Services in Exhibit A. Where incremental billings for partially completed items are permitted, the total billings shall not exceed the estimated percentage of completion as of the billing date. The County's designated Project Manager shall verify that services have been rendered and may approve invoices based on deliverables received to date. Deliverables need not be fully completed for payment approval, provided that the work performed is verifiable and aligns with the Scope of Work/Services in Attachment 1 of Exhibit A. The Project Manager reserves the right, in their sole discretion, to approve or withhold payment of any invoice, in whole or in part, based on the status of deliverables and satisfactory performance. Should this Contract have approved subcontractor(s), the CONSULTANT shall reimburse the subcontractor(s) within ten (10) business days of receipt of payment from the County.

- B. CONSULTANT shall send **ALL ORIGINAL** invoices to: PALM BEACH COUNTY FINANCE DEPT., P.O. BOX 4036, WEST PALM BEACH, FL 33402-4036, with a copy to the COUNTY's representative. Invoices received from the CONSULTANT pursuant to this Contract will be reviewed and approved by the COUNTY's representative, indicating that services have been rendered in conformity with the Contract. Approved invoices will be sent to the Finance Department for payment. Invoices will normally be paid within thirty (30) days following approval by the COUNTY's representative. Invoices submitted on carbon paper shall not be accepted. In order for the COUNTY to make payment, the CONSULTANT must ensure that the following information included on Appendix B, Business Information, of Exhibit B, CONSULTANT's proposal, must be exactly the same as it appears on the invoice and in the COUNTY's Vendor Self Service (VSS) System, which can be accessed at <https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService>: Vendor's Legal Name, Vendor's Address, and Vendor's TIN/FEIN Number.

- C. Contract Closeout Period: CONSULTANT shall submit any pending invoice(s) and/or report(s), along with any required documents, to the County within forty-five (45) business days after the termination or expiration of the contract in order to close-out the contract ("Closeout Period"). These invoice(s) and/or report(s), including but not limited to vendor performance report(s), shall reflect work required and completed during the contract term. ~~The~~ County shall deem invoices

received during and prior to the expiration of the Closeout Period as final billing for goods and services provided under the contract. CONSULTANT'S failure to submit pending invoices during the Closeout Period shall serve as an admission that no pending invoices remain. Nothing herein shall limit the County's discretion to make the final determination whether payment may be made to successful bidder after the expiration or termination of the contract.

- D. **Final Invoice:** In order for both parties herein to close their books and records, the CONSULTANT will clearly state "final invoice" on the CONSULTANT's final/last billing to the COUNTY. This shall constitute CONSULTANT's certification that all services have been properly performed and all charges and costs have been invoiced to the COUNTY. Any further charges, if not properly included on this final invoice, are waived by the CONSULTANT.
- E. In order to do business with Palm Beach County, CONSULTANTS are required to create a Vendor Registration Account OR activate an existing Vendor Registration Account through the Purchasing Department's Vendor Self Service (VSS) System, which can be accessed at <https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService>. If CONSULTANT intends to use subcontractors/subconsultants, CONSULTANT must also ensure that all subcontractors/subconsultants are registered as CONSULTANTS/consultants in VSS. All subcontractor/subconsultant agreements must include a contractual provision requiring that the subcontractor/subconsultant register in VSS. COUNTY will not finalize a contract award until the COUNTY has verified that the CONSULTANT and all of its subcontractors/subconsultants are registered in VSS.

#### **ARTICLE 5 - PALM BEACH COUNTY OFFICE OF THE INSPECTOR GENERAL AUDIT REQUIREMENTS**

Pursuant to Palm Beach County Code, Section 2-421 - 2-440, as amended, Palm Beach County's Office of Inspector General is authorized to review past, present and proposed COUNTY contracts, transactions, accounts, and records. The Inspector General's authority includes, but is not limited to, the power to audit, investigate, monitor, and inspect the activities of entities contracting with the COUNTY, or anyone acting on their behalf, in order to ensure compliance with contract requirements and to detect corruption and fraud. Failure to cooperate with the Inspector General or interfering with or impeding any investigation shall be a violation of Palm Beach County Code, Section 2-421 – 2-440, and punished pursuant to Section 125.69, F.S., in the same manner as a second degree misdemeanor.

#### **ARTICLE 6 - PERFORMANCE BOND**

The CONSULTANT shall furnish, to the COUNTY, a Performance Bond or Clean Irrevocable Letter of Credit (Letter of Credit) in the amount of Nine Hundred Ninety-Five Thousand One Hundred Ninety Dollars and Ninety-Eight cents (\$995,190.98), prior to commencement of work, and shall keep the same in full force and effect during the entire term of this Contract.

The CONSULTANT shall furnish a Performance Bond in a form and format satisfactory to the COUNTY as security for the faithful performance of the Contract, resulting from the award of RFP No. 25-016/CB and for the payment of all costs incurred by the COUNTY to obtain a replacement contract, in the event the CONSULTANT fails to perform as required under the Contract. The term "COST" as used herein shall include all fees, costs, and expenses arising out of the CONSULTANT's failure to perform the Contract whether direct, indirect, actual, consequential, or incidental, and shall include attorney's fees and costs, expert witness fees and expenses, and all time incurred by Palm Beach County. In addition, the Performance Bond shall fully comply with the COUNTY's requirements and format as set forth in Palm Beach County PPM #CW-F-056, the terms of which are incorporated herein by reference.

The Performance Bond is to ensure the faithful performance of all the requirements of the Contract (RFP No. 25-016/CB), and to save, defend, indemnify, and hold harmless the COUNTY from any and all damages, costs, fees, and expenses either directly or indirectly arising out of any failure to perform the Contract. The Bond shall be issued by a company authorized to do business in the State of Florida and having a currently valid certificate of authority and bonding capacity, as issued by the United States Department of Treasury under 31.U.S.C., sections 9304 through 9308. The CONSULTANT shall verify with the COUNTY, prior to execution of the Contract, the acceptability of the surety provided thereunder. The attorney-in-fact who signs the Bond must file, with the Bond, a certificate and effective dated copy of power of attorney. The CONSULTANT must furnish the executed Bond prior to the COUNTY's approval of Contract.

A cashier's check or Letter of Credit, from a financial institution with a rating deemed acceptable by the COUNTY, may be provided in lieu of the Performance Bond provided that the form, format, and terms of coverage are acceptable to the COUNTY. The terms of coverage of a Letter of Credit shall be substantially the same as that required of the Performance Bond, and the Letter of Credit shall be issued by an institution that offers security similar to that of a bonding company. In addition, the Letter of Credit shall fully comply with the COUNTY's requirements set forth in Palm Beach County PPM #CW-F-055; and, the face of the Letter of Credit shall be in the format described in PPM #CW-F-055, the terms of which are incorporated herein by reference. In the event of any conflict between the terms of the RFP and PPM #CW-F-055, the latter shall control.

#### **ARTICLE 7 - TRUTH-IN-NEGOTIATION CERTIFICATE/MOST FAVORED CUSTOMER**

Signature of this Contract by the CONSULTANT shall also constitute the execution of a truth-in-negotiation certificate certifying that the wage rates, over-head charges, and other costs used to determine the compensation provided for in this Contract are accurate, complete, and current as of the date of the Contract and no higher than those charged the CONSULTANT's most favored customer for the same or substantially similar service.

The said rates and costs may be adjusted to exclude any significant sums should the COUNTY determine that the rates and costs were increased due to inaccurate, incomplete, or noncurrent wage rates or due to inaccurate representation(s) of fees paid to outside CONSULTANTS. The COUNTY shall exercise its rights under this Article 7 within three (3) years following final payment.

Furthermore, the CONSULTANT warrants that the price(s) may not exceed the CONSULTANT's price(s) extended to its most favored customer for the same or similar goods or services in similar quantities, or the current market price, whichever is lower. In the event the CONSULTANT offers more favorable pricing to one of its customer(s), the CONSULTANT may extend to the COUNTY the same pricing or the then current market price, whichever is lower.

#### **ARTICLE 8 - TERMINATION**

- A. This Contract may be terminated by the CONSULTANT upon sixty (60) days prior written notice to the COUNTY in the event of substantial failure by the COUNTY to perform in accordance with the terms of this Contract through no fault of the CONSULTANT.
- B. This Contract may also be terminated, in whole or in part, by the COUNTY, **with cause** upon five (5) business days written notice to the CONSULTANT or **without cause** upon ten (10) business days written notice to the CONSULTANT. Unless the CONSULTANT is in breach of this Contract, the CONSULTANT shall be paid for services rendered to the COUNTY's satisfaction through the date of termination.
- C. After receipt of a Termination Notice, except as otherwise directed by the COUNTY, in writing, the CONSULTANT shall:
  - 1. Stop work on the date and to the extent specified.
  - 2. Terminate and settle all orders and subcontracts relating to the performance of the terminated work. Transfer all work in process, completed work, and other materials related to the terminated work to the COUNTY.
  - 3. Continue and complete all parts of the work that have not been terminated.

#### **ARTICLE 9 - PERSONNEL**

The CONSULTANT represents that it has, or will secure at its own expense, all necessary personnel required to perform the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with the COUNTY.

All of the services required hereinunder shall be performed by the CONSULTANT, or under its supervision, and all personnel engaged in performing the services shall be fully qualified and, if required, authorized or permitted under state and local law to perform such services.

Any changes or substitutions in the CONSULTANT's key personnel, as may be listed in Exhibit B, attached hereto and incorporated herein, must be made known to the COUNTY's representative and written approval must be granted by the COUNTY's representative before said change or substitution can become effective.

The CONSULTANT warrants that all services shall be performed by skilled and competent personnel to the highest professional standards in the field.

All of the CONSULTANT's personnel (and all subCONSULTANTS) will comply with all COUNTY requirements governing conduct, safety, and security while on COUNTY premises.

#### **ARTICLE 10 - CRIMINAL HISTORY RECORDS CHECK**

The CONSULTANT, CONSULTANT's employees, subCONSULTANTS of CONSULTANT and employees of subCONSULTANTS shall comply with Palm Beach County Code, Section 2-371 – 2-377, the Palm Beach County Criminal History Records Check Ordinance ("Ordinance"), for unescorted access to critical facilities ("Critical Facilities") or criminal justice information facilities ("CJI Facilities") as identified in Resolutions R-2013-1470 and R-2015-0572, as amended. The CONSULTANT is solely responsible for understanding the financial, schedule, and/or staffing implications of this Ordinance. Further, the CONSULTANT acknowledges that its Contract price includes any and all direct or indirect costs associated with compliance with this Ordinance, except for the applicable FDLE/FBI fees that shall be paid by the COUNTY.

This Contract may include sites and/or buildings which have been designated as either "critical facilities" or "criminal justice information facilities" pursuant to the Ordinance and above referenced Resolutions, as amended. COUNTY staff representing the COUNTY department will contact the CONSULTANT(s) and provide specific instructions for meeting the requirements of this Ordinance. Individuals passing the background check will be issued a badge. The CONSULTANT shall make every effort to collect the badges of its employees and its subCONSULTANTS' employees upon conclusion of the contract and return them to the COUNTY. If the CONSULTANT or its subCONSULTANT(s) terminates an employee who has been issued a badge, the CONSULTANT must notify the COUNTY within two (2) hours. At the time of termination, the CONSULTANT shall retrieve the badge and shall return it to the COUNTY in a timely manner.

The COUNTY reserves the right to suspend the CONSULTANT if the CONSULTANT: 1) does not comply with the requirements of County Code Section 2-371 – 2-377, as amended; 2) does not contact the COUNTY regarding a terminated CONSULTANT employee or subCONSULTANT employee within the stated time; or 3) fails to make a good faith effort in attempting to comply with the badge retrieval policy.

#### **ARTICLE 11 - SUBCONTRACTING**

The COUNTY reserves the right to accept the use of a subCONSULTANT, or to reject the selection of a particular subCONSULTANT, and to inspect all facilities of any subCONSULTANTS in order to make a determination as to the capability of the subCONSULTANT to perform properly under this Contract. The CONSULTANT is encouraged to seek additional small/minority/women business enterprises (S/M/WBEs) for participation in subcontracting opportunities. If the CONSULTANT uses any subCONSULTANTS on this project, the following provisions of this Article shall apply:

- A. If the CONSULTANT uses subCONSULTANTS, CONSULTANT must ensure that all subCONSULTANTS are registered as vendors in the COUNTY's Vendor Self Service System. All subCONSULTANT agreements must include a contractual provision requiring that the subCONSULTANT register in the COUNTY's Vendor Self Service System.
- B. If a subCONSULTANT fails to perform or make progress, as required by this Contract, and it is necessary to replace the subCONSULTANT to complete the work in a timely fashion, the CONSULTANT shall promptly do so, subject to acceptance of the new subCONSULTANT by the COUNTY.

## **ARTICLE 12 - EQUAL BUSINESS OPPORTUNITY PROGRAM COMPLIANCE - PENALTIES**

It is the policy of the Board of County Commissioners that all segments of its business population including, but not limited to, small, local, minority and women owned businesses, have an equitable opportunity to participate in the COUNTY's procurement process, prime contract and subcontract opportunities. In pursuance of that policy, the Board of County Commissioners adopted an Equal Business Opportunity (EBO) Ordinance which is codified in Sections 2-80.20 through 2-80.30 (as may be amended) of the Palm Beach County Code. The EBO Ordinance sets forth the COUNTY's requirements for the EBO program, and is incorporated herein and made part of this Contract. Non-compliance with the EBO Ordinance must be corrected within fifteen (15) days of notice of non-compliance. Failure to comply with the EBO Ordinance may result in any of the following penalties:

- Suspension of Contract;
- Withholding of funds;
- Termination of the Contract based upon a material breach of contract pertaining to the EBO Program compliance;
- Suspension or debarment of CONSULTANT from eligibility for providing goods or services to the COUNTY for a period not to exceed three (3) years; and
- Liquidated damages equal to the difference in dollar value of S/M/WBE participation as committed to in the Contract, and the dollar value of S/M/WBE participation as actually achieved, if applicable.

The CONSULTANT must adhere to the Affirmative Procurement Initiatives (APIs), if any, as incorporated herein as Exhibit C. Failure to comply with this Article 12 is a material breach of this Contract.

- i. CONSULTANT shall report all subconsultant payment information on EBO Schedules 3(A) and 4, or as otherwise required by EBO, and, when the EBO portal is available, input subconsultant payment information directly into the COUNTY's contract management system.

CONSULTANT shall pay subconsultant's undisputed amounts within ten (10) days after COUNTY pays the CONSULTANT. In the event of a disputed invoice, the CONSULTANT shall send the subconsultant(s) and COUNTY a written notice of

the dispute within five (5) days after receipt of the subject invoice.

- ii. CONSULTANT must notify the Office of EBO of changes in S/M/WBE utilization and get prior approval for any substitutions.

The CONSULTANT agrees to pay its subconsultants in compliance with the Florida Prompt Payment Act. In the event CONSULTANT fails to comply with payments(s) to its subconsultants in accordance with the Florida Prompt Payment Act, CONSULTANT shall be subject to any and all penalties and sanctions available under the terms of the EBO Program, its contract with the COUNTY, or any other applicable law.

The Office of EBO has the right to review CONSULTANT's records and interview subconsultants.

**Failure to comply with this Article 12 is a material breach of this Contract.**

#### **ARTICLE 13 - FEDERAL AND STATE TAX**

The COUNTY is exempt from payment of Florida State Sales and Use Taxes. The COUNTY will provide an exemption certificate submitted by the CONSULTANT. The CONSULTANT shall not be exempted from paying sales tax to its suppliers for materials used to fulfill contractual obligations with the COUNTY, nor is the CONSULTANT authorized to use the COUNTY's Tax Exemption Number in securing such materials.

The CONSULTANT shall be responsible for payment of its own and its share of its employees' payroll, payroll taxes, and benefits with respect to this Contract.

#### **ARTICLE 14 - AVAILABILITY OF FUNDS**

The COUNTY's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Board of County Commissioners for subsequent fiscal years.

#### **ARTICLE 15 - INSURANCE REQUIREMENTS**

The CONSULTANT shall maintain at its sole expense, in force and effect at all times during the term of this Contract, insurance coverage and limits (including endorsements) as described herein. Failure to maintain at least the required insurance shall be considered default of the Contract. The requirements contained herein, as well as COUNTY's review or acceptance of insurance maintained by CONSULTANT, are not intended to and shall not in any manner limit or qualify the liabilities and obligations assumed by CONSULTANT under the Contract. CONSULTANT agrees to notify the COUNTY at least ten (10) days prior to cancellation, non-renewal or material change to the required insurance coverage. Where the policy allows, coverage shall apply on a primary and non-contributory basis.

- A. **Commercial General Liability:** CONSULTANT shall maintain Commercial General Liability at a limit of liability not less than \$1,000,000 combined single limit for bodily

injury and property damage each occurrence. Coverage shall not contain any endorsement(s) excluding Contractual Liability or Cross Liability.

Additional Insured Endorsement: The Commercial General Liability policy shall be endorsed to include, "Palm Beach County Board of County Commissioners, a Political Subdivision of the State of Florida, its Officers, Employees, and Agents" as an Additional Insured. A copy of the endorsement shall be provided to COUNTY upon request.

- B. **Workers' Compensation Insurance & Employer's Liability:** CONSULTANT shall maintain Workers' Compensation & Employer's Liability in accordance with Chapter 440 of the Florida Statutes.
- C. **Professional Liability:** CONSULTANT shall maintain Professional Liability, or equivalent Errors & Omissions Technical Liability, at a limit of liability not less than \$1,000,000 each occurrence, and \$5,000,000 per aggregate. When a self-insured retention (SIR) or deductible exceeds \$10,000, COUNTY reserves the right, but not the obligation, to review and request a copy of CONSULTANT's most recent annual report or audited financial statement. For policies written on a "claims-made" basis, CONSULTANT warrants the Retroactive Date equals or precedes the effective date of this Contract. In the event the policy is canceled, non-renewed, switched to an Occurrence Form, retroactive date advanced, or any other event triggering the right to purchase a Supplement Extended Reporting Period (SERP) during the term of this Contract, CONSULTANT shall purchase a SERP with a minimum reporting period not less than three (3) years after the expiration of the contract term. The requirement to purchase a SERP shall not relieve the CONSULTANT of the obligation to provide replacement coverage. The Certificate of Insurance providing evidence of the purchase of this coverage shall clearly indicate whether coverage is provided on an "occurrence" or "claims-made" form. If coverage is provided on a "claims-made" form the Certificate of Insurance must also clearly indicate the "retroactive date" of coverage.
- D. **Cyber Liability:** CONSULTANT shall maintain Cyber Liability or Technology Errors & Omissions, or equivalent insurance with coverage for cyber liability and security breach with a limit of liability not less than \$1,000,000 per occurrence, and \$5,000,000 per aggregate. For policies written on a "claims-made" basis, CONSULTANT warrants the Retroactive Date equals or preceded the effective date of this Contract. In the event the policy is canceled, non-renewed, switched to an Occurrence Form, retroactive date advanced, or any other event triggering the right to purchase a Supplement Extended Reporting Period (SERP) during the life of this Contract, CONSULTANT shall purchase a SERP with a minimum reporting period not less than three (3) years. The requirement to purchase a SERP shall not relieve CONSULTANT of the obligation to provide replacement coverage. The Certificate of Insurance providing evidence of the purchase of this coverage shall clearly indicate whether coverage is provided on an "occurrence" or "claims - made" form.

E. **Waiver of Subrogation:** Except where prohibited by law, CONSULTANT hereby waives any and all rights of Subrogation against the COUNTY, its officers, employees and agents for each required policy except Professional Liability. When required by the insurer, or should a policy condition not permit an insured to enter into a pre-loss agreement to waive subrogation without an endorsement, then CONSULTANT shall notify the insurer and request the policy be endorsed with a Waiver of Transfer of Rights of Recovery Against Others, or its equivalent. This Waiver of Subrogation requirement shall not apply to any policy that includes a condition to the policy specifically prohibiting such an endorsement or voids coverage should CONSULTANT enter into such an agreement on a pre-loss basis.

F. **Certificates of Insurance:** On execution of this contract, renewal, within forty-eight (48) hours of a request by COUNTY, and upon expiration of any of the required coverage throughout the term of this Agreement, the CONSULTANT shall deliver to the COUNTY or COUNTY's designated representative a signed Certificate(s) of Insurance evidencing that all types and minimum limits of insurance coverage required by this Contract have been obtained and are in force and effect. Certificates shall be issued to:

Palm Beach County Board of County Commissioners

And may be addressed:

c/o Department

Using the address as indicated in the "Notices" article or another address on agreement of the parties.

G. **Right to Revise or Reject:** COUNTY, by and through its Risk Management Department in cooperation with the contracting/monitoring department, reserves the right to review, modify, reject, or accept any required policies of insurance, including limits, coverage, or endorsements.

#### **ARTICLE 16 - INDEMNIFICATION**

CONSULTANT shall protect, defend, reimburse, indemnify and hold COUNTY, its agents, employees and elected officials harmless from and against any and all claims, liability, loss, expense, cost, damages, or causes of action of every kind or character, including attorney's fees and costs, whether at trial or appellate levels or otherwise, arising during and as a result of their performance of the terms of this Contract or due to the acts or omissions of CONSULTANT.

#### **ARTICLE 17 - SUCCESSORS AND ASSIGNS**

The COUNTY and the CONSULTANT each binds itself and its partners, successors, executors, administrators and assigns to the other party of this Contract and to the partners, successors, executors, administrators and assigns of such other party, in respect to all covenants of this Contract. Except as above, neither the COUNTY nor the CONSULTANT shall assign, sublet, convey, or transfer its interest in this Contract, without the prior written consent of the other. Nothing herein shall be construed as creating any personal liability on the part of any officer or agent of the COUNTY, nor shall

it be construed as giving any rights or benefits hereunder to anyone other than the COUNTY and the CONSULTANT.

#### **ARTICLE 18 - REMEDIES**

This Contract shall be governed by the laws of the State of Florida. Any and all legal action necessary to enforce the Contract will be held in a court of competent jurisdiction located in Palm Beach County, Florida. No remedy herein conferred upon any party is intended to be exclusive of any other remedy, and each and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder now or hereafter existing at law, or in equity, by statute or otherwise. No single or partial exercise by any party of any right, power, or remedy hereunder shall preclude any other or further exercise thereof.

No provision of this Contract is intended to, or shall be construed to, create any third party beneficiary or to provide any rights to any person or entity not a party to this Contract, including but not limited to any citizen or employees of the COUNTY and/or CONSULTANT.

#### **ARTICLE 19 - CONFLICT OF INTEREST**

The CONSULTANT represents that it presently has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with the performance or services required hereunder, as provided for in Chapter 112, Part III, F.S. and the Palm Beach County Code of Ethics. The CONSULTANT further represents that no person having any conflict of interest shall be employed for said performance or services.

The CONSULTANT shall promptly notify the COUNTY's representative, in writing, by certified mail, of all potential conflicts of interest for any prospective business association, interest or other circumstance which may influence, or appear to influence, the CONSULTANT's judgment or quality of services being provided hereunder. Such written notification shall identify the prospective business association, interest or circumstance, the nature of work that the CONSULTANT may undertake and request an opinion of the COUNTY as to whether the association, interest or circumstance would, in the opinion of the COUNTY, constitute a conflict of interest if entered into by the CONSULTANT. The COUNTY agrees to notify the CONSULTANT of its opinion by certified mail within thirty (30) days of receipt of notification by the CONSULTANT. If, in the opinion of the COUNTY, the prospective business association, interest or circumstance would not constitute a conflict of interest by the CONSULTANT, the COUNTY shall so state in the notification and the CONSULTANT shall, at its option, enter into said association, interest or circumstance and it shall be deemed not in conflict of interest with respect to services provided to the COUNTY by the CONSULTANT under the terms of this Contract.

#### **ARTICLE 20 - PERFORMANCE DURING EMERGENCIES / EXCUSABLE DELAYS**

The CONSULTANT shall not be considered in default by reason of any failure in performance if such failure arises out of causes reasonably beyond the control of the CONSULTANT, or its subCONSULTANT(s), and without their fault or negligence. Such

causes include, but are not limited to: acts of God; force majeure; natural or public health emergencies; labor disputes; freight embargoes; and abnormally severe and unusual weather conditions.

Upon the CONSULTANT's request, the COUNTY shall consider the facts and extent of any failure to perform the work; and, if the CONSULTANT's failure to perform was without it or its subCONSULTANTS' fault or negligence, the Contract Schedule and/or any other affected provision of this Contract shall be revised accordingly, subject to the COUNTY's rights to change, terminate, or stop any or all of the work at any time.

Notwithstanding anything in the foregoing to the contrary, the CONSULTANT agrees and promises that, immediately preceding, during and after a public emergency, disaster, hurricane, flood, or act of God, the COUNTY shall be given "first priority" for all goods and services under this Contract. CONSULTANT agrees to provide all goods and services to the COUNTY immediately preceding, during and after a public emergency, disaster, hurricane, flood, or act of God, at the terms, conditions, and prices as provided in this Contract on a "first priority" basis. CONSULTANT shall furnish a 24-hour phone number to the COUNTY. Failure to provide the goods or services to the COUNTY on a first priority basis immediately preceding, during and after a public emergency, disaster, hurricane, flood, or act of God, shall constitute breach of Contract and subject the CONSULTANT to sanctions from doing further business with the COUNTY.

#### **ARTICLE 21 - ARREARS**

The CONSULTANT shall not pledge the COUNTY's credit or make it a guarantor of payment or surety for any contract, debt, obligation, judgment, lien, or any form of indebtedness. The CONSULTANT further warrants and represents that it has no obligation or indebtedness that would impair its ability to fulfill the terms of this Contract.

#### **ARTICLE 22 - DISCLOSURE AND OWNERSHIP OF DOCUMENTS**

The CONSULTANT shall deliver to the COUNTY's representative for approval and acceptance, and before being eligible for final payment of any amounts due, all documents and materials prepared by and for the COUNTY under this Contract.

The CONSULTANT agrees that copies of any and all property, work product, documentation, reports, computer systems and software, schedules, graphs, outlines, books, manuals, logs, files, deliverables, photographs, videos, tape recordings or data relating to this Contract which have been created as a part of the CONSULTANT's services or authorized by the COUNTY as a reimbursable expense, whether generated directly by the CONSULTANT or by or in conjunction or consultation with any other party whether or not a party to this Contract, whether or not in privity of contract with the COUNTY or CONSULTANT, and wherever located shall be the property of the COUNTY.

To the extent allowed by Chapter 119, F.S., all written and oral information not in the public domain or not previously known, and all information and data obtained, developed, or supplied by the COUNTY, or at its expense, will be kept confidential by the CONSULTANT and will not be disclosed to any other party, directly or indirectly, without

the COUNTY's prior written consent, unless required by a lawful court order. All drawings, maps, sketches, programs, data bases, reports and other data developed or purchased under this Contract for the COUNTY, or at the COUNTY's expense, shall be and remain the COUNTY's property and may be reproduced and reused at the discretion of the COUNTY.

All covenants, agreements, representations and warranties made herein, or otherwise made in writing by any party pursuant hereto, including but not limited to any representations made herein relating to disclosure or ownership of documents, shall survive the execution and delivery of this Contract and the consummation of the transactions contemplated hereby.

#### **ARTICLE 23 - INDEPENDENT CONSULTANT RELATIONSHIP**

The CONSULTANT is, and shall be, in the performance of all work, services, and activities under this Contract, an Independent CONSULTANT and not an employee, agent, or servant of the COUNTY. All persons engaged in any of the work or services performed pursuant to this Contract shall at all times, and in all places, be subject to the CONSULTANT's sole direction, supervision, and control. The CONSULTANT shall exercise control over the means and manner in which it and its employees perform the work, and in all respects the CONSULTANT's relationship, and the relationship of its employees, to the COUNTY shall be that of an Independent CONSULTANT and not as employees or agents of the COUNTY.

The CONSULTANT does not have the power or authority to bind the COUNTY in any promise, agreement, or representation other than specifically provided for in this Contract.

#### **ARTICLE 24 - CONTINGENT FEE**

The CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this Contract and that it has not paid or agreed to pay any person, company, corporation, individual, or firm, other than a bona fide employee working solely for the CONSULTANT, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of this Contract.

#### **ARTICLE 25 - PUBLIC RECORDS, ACCESS AND AUDITS**

The COUNTY shall have the right to request and review CONSULTANT's books and records to verify CONSULTANT's compliance with this Contract, adherence to the EBO Program and its proposal. The COUNTY shall have the right to interview subCONSULTANTS and workers at the work site to determine Contract compliance. The CONSULTANT shall maintain records related to all charges, expenses, and costs incurred in estimating and performing the work for at least five (5) years after completion or termination of the Contract. CONSULTANT shall retain all books and records pertaining to this Contract, including, but not limited to, subCONSULTANT payment records, for five (5) years after project completion date, The COUNTY and the Palm Beach County

Inspector General shall have access to such records as required in this Article for the purpose of inspection or audit during normal business hours, in Palm Beach County at any reasonable time during the five (5) years.

Notwithstanding anything contained herein, as provided under Section 119.0701, F.S., if the CONSULTANT: **(i) provides a service; and (ii) acts on behalf of the COUNTY as provided under Section 119.011(2), F.S.**, the CONSULTANT shall comply with the requirements of Section 119.0701, F.S., as it may be amended from time to time. The CONSULTANT is specifically required to:

- A. Keep and maintain public records required by the COUNTY to perform services as provided under this Contract.
- B. Upon request from the COUNTY's Custodian of Public Records (COUNTY's Custodian) or COUNTY's representative/liaison, on behalf of the COUNTY's Custodian, provide the COUNTY with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119 or as otherwise provided by law. The CONSULTANT further agrees that all fees, charges and expenses shall be determined in accordance with Palm Beach County PPM CW-F-002, Fees Associated with Public Records Requests, as it may be amended or replaced from time to time.
- C. Ensure that public records that are exempt, or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the Contract, if the CONSULTANT does not transfer the records to the public agency. Nothing contained herein shall prevent the disclosure of or the provision of records to the COUNTY.
- D. Upon completion of the Contract, the CONSULTANT shall transfer, at no cost to the COUNTY, all public records in possession of the CONSULTANT unless notified by COUNTY's representative/liaison, on behalf of the COUNTY's Custodian, to keep and maintain public records required by the COUNTY to perform the service. If the CONSULTANT transfers all public records to the COUNTY upon completion of the Contract, the CONSULTANT shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the CONSULTANT keeps and maintains public records upon completion of the Contract, the CONSULTANT shall meet all applicable requirements for retaining public records. All records stored electronically by the CONSULTANT must be provided to COUNTY, upon request of the COUNTY's Custodian or the COUNTY's representative/liaison, on behalf of the COUNTY's Custodian, in a format that is compatible with the information technology systems of COUNTY, at no cost to COUNTY.

CONSULTANT acknowledges that it has familiarized itself with the requirements of Chapter 119, F. S., and other requirements of state law applicable to public records not specifically set forth herein. Failure of the CONSULTANT to comply with the requirements of this Article, Chapter 119, F.S. and other applicable requirements of state law, shall be a material breach of this Contract. COUNTY shall have the right to exercise any and all

remedies available to it for breach of contract, including but not limited to, the right to terminate for cause.

**IF THE CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, PLEASE CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT RECORDS REQUEST, PALM BEACH COUNTY PUBLIC AFFAIRS DEPARTMENT, 301 N. OLIVE AVENUE, WEST PALM BEACH, FL 33401, BY E-MAIL AT [RECORDSREQUEST@PBCGOV.ORG](mailto:RECORDSREQUEST@PBCGOV.ORG) OR BY TELEPHONE AT 561-355-6680.**

#### **ARTICLE 26 - NON-DISCRIMINATION**

**A. Employer Non-Discrimination**

The COUNTY is committed to assuring equal opportunity in the award of contracts and complies with all laws prohibiting discrimination. Pursuant to Palm Beach County Resolution R-2017-1770, as may be amended, the CONSULTANT warrants and represents that throughout the term of the Contract, including any renewals thereof, all of its employees are treated equally during employment without regard to race, color, religion, disability, sex, age, national origin, ancestry, marital status, familial status, sexual orientation, gender identity or expression, or genetic information. Failure to meet this requirement shall be considered default of the Contract.

**B. Commercial Non-Discrimination**

As a condition of entering into this Contract, the CONSULTANT represents and warrants that it will comply with the COUNTY'S Commercial Nondiscrimination Policy as described in Resolution 2017-1770, as amended. As part of such compliance, the CONSULTANT shall not discriminate on the basis of race, color, national origin, religion, ancestry, sex, age, marital status, familial status, sexual orientation, gender identity or expression, disability, or genetic information in the solicitation, selection, hiring or commercial treatment of subCONSULTANTS, vendors, suppliers, or commercial customers, nor shall the CONSULTANT retaliate against any person for reporting instances of such discrimination. The CONSULTANT shall provide equal opportunity for subCONSULTANTS, vendors and suppliers to participate in all of its public sector and private sector subcontracting and supply opportunities, provided that nothing contained in this clause shall prohibit or limit otherwise lawful efforts to remedy the effects of marketplace discrimination that have occurred or are occurring in the COUNTY's relevant marketplace in Palm Beach County. The CONSULTANT understands and agrees that a material violation of this clause shall be considered a material breach of this Contract and may result in termination of this Contract, disqualification or debarment of the company from participating in COUNTY contracts, or other sanctions. This clause is not enforceable by or for the benefit of, and creates no obligation to, any third party. CONSULTANT shall include this language in its subcontracts.

## **ARTICLE 27 - AUTHORITY TO PRACTICE**

The CONSULTANT hereby represents and warrants that it has, and will continue to maintain, all licenses and approvals required to conduct its business; and, that it will, at all times, conduct its business activities in a reputable manner. Proof of such licenses and approvals shall be submitted to the COUNTY's representative upon request.

## **ARTICLE 28 - SEVERABILITY**

If any term or provision of this Contract or the application thereof to any person or circumstances shall, to any extent, be held invalid or unenforceable, the remainder of this Contract, or the application of such terms or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected, and every other term and provision of this Contract shall be deemed valid and enforceable to the extent permitted by law.

## **ARTICLE 29 - PUBLIC ENTITY CRIMES**

As provided in F.S. 287.132-133, by entering into this Contract or performing any work in furtherance hereof, the CONSULTANT certifies that it, its affiliates, suppliers, subCONSULTANTS and consultants who will perform hereunder, have not been placed on the convicted vendor list maintained by the State of Florida Department of Management Services within the thirty-six (36) months immediately preceding the date hereof. This notice is required by F.S. 287.133(3)(a).

## **ARTICLE 30 - SCRUTINIZED COMPANIES**

As provided in F.S. 287.135, by entering into this Contract or performing any work in furtherance hereof, the CONSULTANT certifies that it, its affiliates, suppliers, subCONSULTANTS and consultants who will perform hereunder, have not been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel, pursuant to F.S. 215.4725. Pursuant to F.S. 287.135(3)(b), if CONSULTANT is found to have been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel, this Contract may be terminated at the option of the COUNTY.

- A. **When contract value is greater than \$1 million:** As provided in F.S. 287.135, by entering into this Contract or performing any work in furtherance hereof, the CONSULTANT certifies that it, its affiliates, suppliers, subCONSULTANTS and consultants who will perform hereunder, have not been placed on the Scrutinized Companies With Activities in Sudan List or Scrutinized Companies With Activities in The Iran Petroleum Energy Sector List created pursuant to F.S. 215.473 or is engaged in business operations in Cuba or Syria.

If the COUNTY determines, using credible information available to the public, that a false certification has been submitted by CONSULTANT, this Contract may be terminated and a civil penalty equal to the greater of \$2 million or twice the amount

of this Contract shall be imposed, pursuant to F.S. 287.135. Said certification must also be submitted at the time of Contract renewal.

### **ARTICLE 31 - MODIFICATIONS OF WORK**

The COUNTY reserves the right to make changes in Scope of Work, including alterations, reductions therein, or additions thereto. Upon receipt by the CONSULTANT of the COUNTY's notification of a contemplated change, the CONSULTANT shall, in writing: (1) provide a detailed estimate for the increase or decrease in cost due to the contemplated change; (2) notify the COUNTY of any estimated change in the completion date; and (3) advise the COUNTY if the contemplated change shall affect the CONSULTANT's ability to meet the completion dates or schedules of this Contract.

If the COUNTY so instructs, in writing, the CONSULTANT shall suspend work on that portion of the Scope of Work affected by a contemplated change, pending the COUNTY's decision to proceed with the change.

If the COUNTY elects to make the change, the COUNTY shall initiate a Contract Amendment, and the CONSULTANT shall not commence work on any such change until such written amendment is signed by the CONSULTANT and approved and executed on behalf of Palm Beach County.

### **ARTICLE 32 – NOTICE**

All notices required in this Contract shall be sent by certified mail (return receipt requested), hand delivered, or sent by other delivery service requiring signed acceptance. If sent to the COUNTY, notices shall be addressed to:

Melody Thelwell, Director  
Purchasing, Palm Beach County  
50 South Military Trail, Suite 110  
West Palm Beach, FL 33415

With a copy to:

Thuy Shutt, Planning Director  
Planning, Zoning & Building Department  
2300 N. Jog Road, Suite 2E-46  
West Palm Beach, FL 33411

If sent to the CONSULTANT, notices shall be addressed to:

Santiago (Sandy) Amores, Senior Vice President  
WSP USA Inc.  
3825 PGA Blvd., Suite 205  
Palm Beach Gardens, FL 33410

### **ARTICLE 33 - ENTIRETY OF CONTRACTUAL AGREEMENT**

The COUNTY and the CONSULTANT agree that this Contract sets forth the entire agreement between the parties, and that there are no promises or understandings other than those stated herein. None of the provisions, terms, and conditions contained in the Contract may be added to, modified, superseded, or otherwise altered, except by written instrument executed by the parties hereto in accordance with Article 31 - Modifications of Work.

### **ARTICLE 34 - REGULATIONS; LICENSING REQUIREMENTS**

The CONSULTANT shall comply with all laws, ordinances and regulations applicable to the services contemplated herein, to include those applicable to conflict of interest and collusion. CONSULTANT is presumed to be familiar with all federal, state and local laws, ordinances, codes and regulations that may in any way affect the services offered.

### **ARTICLE 35 - COUNTERPARTS**

This Contract, including the exhibits referenced herein, may be executed in one or more counterparts, all of which shall constitute collectively but one and the same Contract. The COUNTY may execute the Contract through electronic or manual means. CONSULTANT shall execute by manual means only, unless the COUNTY provides otherwise.

### **ARTICLE 36 - E-VERIFY – EMPLOYMENT ELIGIBILITY**

CONSULTANT warrants and represents that it is in compliance with section 448.095, Florida Statutes, as may be amended, and that it: (1) is registered with the E-Verify System (E-Verify.gov) and uses the E-Verify System to electronically verify the employment eligibility of all newly hired workers; and (2) has verified that all of CONSULTANT's subconsultants performing the duties and obligations of this Contract are registered with the E-Verify System and use the E-Verify System to electronically verify the employment eligibility of all newly hired workers.

CONSULTANT shall obtain from each of its subconsultants an affidavit stating that the subconsultant does not employ, contract with, or subcontract with an Unauthorized Alien, as that term is defined in section 448.095(1)(k), Florida Statutes, as may be amended. CONSULTANT shall maintain a copy of any such affidavit from a subconsultant for, at a minimum, the duration of the subcontract and any extension thereof. This provision shall not supersede any provision of this Contract which requires a longer retention period.

COUNTY shall terminate this Contract if it has a good faith belief that CONSULTANT has knowingly violated Section 448.09(1), Florida Statutes, as may be amended. If COUNTY has a good faith belief that CONSULTANT's subconsultant has knowingly violated section 448.09(1), Florida Statutes, as may be amended, COUNTY shall notify CONSULTANT to terminate its contract with the subconsultant and CONSULTANT shall immediately terminate its contract with the subconsultant. If COUNTY terminates this Contract pursuant to the above CONSULTANT shall be barred from being awarded a future

contract by COUNTY for a period of one (1) year from the date on which this Contract was terminated. In the event of such contract termination, CONSULTANT shall also be liable for any additional costs incurred by COUNTY as a result of the termination.

**ARTICLE 37– DISCLOSURE OF FOREIGN GIFTS AND CONTRACTS WITH  
FOREIGN COUNTRIES OF CONCERN**

Pursuant to F.S. 286.101, as may be amended, by entering into this Contract or performing any work in furtherance thereof, the CONSULTANT/CONSULTANT certifies that it has disclosed any current or prior interest of, any contract with, or any grant or gift received from a foreign country of concern where such interest, contract, or grant or gift has a value of \$50,000 or more and such interest existed at any time or such contract or grant or gift was received or in force at any time during the previous five (5) years.

**ARTICLE 38 – PROHIBITION AGAINST CONSIDERING SOCIAL, POLITICAL OR  
IDEOLOGICAL INTERESTS IN GOVERNMENT CONTRACTING – F.S. 287.05701**

CONTRACTOR is hereby notified of the provisions of section 287.05701, Florida Statutes, as amended, that the COUNTY will not request documentation of or consider a CONTRACTOR's social, political, or ideological interests when determining if the CONTRACTOR is a responsible CONTRACTOR. CONTRACTOR is further notified that the COUNTY's governing body may not give preference to a CONTRACTOR based on the CONTRACTOR's social, political, or ideological interests.

**ARTICLE 39 – HUMAN TRAFFICKING AFFIDAVIT**

CONSULTANT warrants and represents that it does not use coercion for labor or services as defined in section 787.06, Florida Statutes. CONSULTANT has executed **Exhibit D**, Nongovernmental Entity Human Trafficking Affidavit, which is attached hereto and incorporated herein by reference.

**ARTICLE 40 – COMPUTATION OF TIME**

Any reference herein to time periods are measured in calendar days, unless otherwise specified.

**THE REST OF THIS PAGE WAS LEFT INTENTIONALLY BLANK.**

IN WITNESS WHEREOF, the Parties hereto have affixed their signatures on this day and year first above written.

COUNTY:

CONTRACTOR:

APPROVED AS TO TERMS  
AND CONDITIONS

WSP USA Inc.

Company Name

Amores,

Santiago

(amores)

Digitally signed by Amores,  
Santiago (amores)  
DN: cn=Amores, Santiago  
(amores), ou=Active,  
email=Sandy.Amores@wsp.com  
Date: 2023.05.29 16:50:31 -0400

By:



Whitney Carroll, Esq., AICP  
Executive Director  
Planning, Zoning and Building

By:

Signature

Sandy Amores

Santiago (Sandy) Amores  
Senior Vice President

WITNESSES:

Rodrigues,  
Thomas

(rodriguesti)

Digitally signed by Rodrigues, Thomas  
(rodriguesti)  
DN: cn=Rodrigues, Thomas (rodriguesti),  
ou=Active, email=Thomas.Rodrigues@wsp.com  
Reason: I attest to the accuracy and integrity of  
this document  
Location: Miami, FL  
Date: 2023.05.29 16:53:19 -0400

Signature

Thomas Rodrigues

Name (Type or Print)

EXECUTED by COUNTY this day of JUN 18 2025, 2025.

(COUNTY Seal)

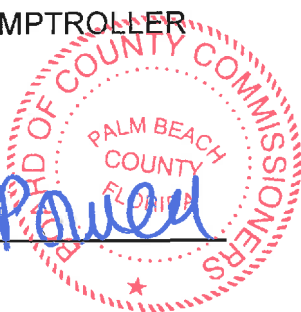
ATTEST:

JOSEPH ABRUZZO, CLERK OF THE  
CIRCUIT COURT & COMPTROLLER

By:

Joseph Power

Deputy Clerk

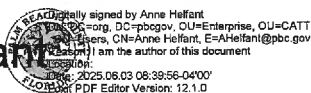


APPROVED AS TO FORM AND LEGAL SUFFICIENCY

By:

Anne Helfant

Anne Helfant  
Senior Assistant County Attorney



**R 2025 0878**

JUN 18 2025

PALM BEACH COUNTY, A POLITICAL SUBDIVISION OF THE STATE OF FLORIDA BY AND  
THROUGH ITS BOARD OF COUNTY COMMISSIONERS

By:

Maria G. Marino

Maria G. Marino, Mayor

# **EXHIBIT A**

## **SCOPE OF WORK/SERVICES**

### **Contract No. 25-016/CB**

#### **1.1 PROJECT GOAL**

The goal of the Countywide Transportation Master Plan (CTMP) is to establish a planning framework that provides for a countywide vision for transportation and mobility that safely connects people to places and provides for a multijurisdictional process. The plan accepts that intergovernmental coordination is necessary to create an effective, convenient, and regionally connected multimodal system. Even though cities and the County may have differing transportation objectives, the plan must establish a common vision and goals to effectively plan the region's future transportation and mobility. The process and planning framework will establish a method for coordinating transportation and mobility projects with all affected jurisdictions and agencies. The document will become the primary baseline for transportation and mobility planning in Palm Beach County to achieve the following:

- A. Establish best practices for regional mobility;
- B. Promote and include design principles for safe streets;
- C. Address the transportation planning of regionally significant corridors that traverse various jurisdictions (i.e. County roadways and collector roadways, regional transit systems);
- D. Integrate for land use and transportation;
- E. Establish common Goals, Objectives and Policies within Palm Beach County;
- F. Define multi-jurisdictional processes.

The plan will be the first key step toward a Countywide transportation and mobility plan for Palm Beach County and municipalities within the County to separately adopt and/or update their own specific plan of improvements, using the recommended Countywide plan as a foundation. Each jurisdiction will be able to select appropriate recommendations that fit the needs of each unique community while coordinating regionally significant transportation corridors through the recommended framework. Ultimately, each plan of improvement adopted by each individual jurisdiction may lead to a plan-based improvement methodology as set forth and specifically referenced in Florida State Statutes.

#### **1.2 PROJECT COMPONENTS**

##### **1.2.1 Task 1 – Transportation Master Plan Guiding Principles**

The CONSULTANT and stakeholders (more specifically described in Task 2) shall

develop guiding principles and geographical focus areas for the CTMP.

The CONSULTANT shall submit a detailed statement of their experience, qualifications, and background for providing high level of experience in regional transportation and multimodal planning for a metropolitan area with a minimum population of 1.5 million and geographical land area comparable to PBC's 1,977 square miles. The consultant's experience shall also include a successful track record with balancing the complexities and building consensus with multiple public, private, and civic stakeholders.

#### **1.2.2 Task 2 - Identification, Engagement and Outreach of Stakeholders**

A. The CONSULTANT shall engage with the applicable agencies and civic organizations and establish an appropriate point of contact allowing feedback, meaningful input, and ongoing coordination during the development of the CTMP. This shall include, but not be limited to, Palm Beach County, all 39 municipalities within Palm Beach County, the Palm Beach County Transportation Planning Agency (TPA), the Florida Department of Transportation (FDOT), the Florida Turnpike Authority, the South Florida Regional Transit Authority (SFRTA), Brightline, private freight railroads, Treasure Coast Regional Planning Council (TCRPC), the Palm Beach County School District, Port of Palm Beach, PBC Department of Airports, other applicable special districts, and Palm Tran. The CONSULTANT shall establish a process and ongoing opportunity for communication with all stakeholders via any new necessary forums and via existing forums including IPARC, the Palm Beach County City Managers Association (PBCCMA) Association, and the TPA.

#### **1.2.3 Task 3 – Public Involvement**

The CONSULTANT shall develop a communication plan and maintain a list of stakeholders for the project and provide documentation of outreach efforts and feedback for the following:

##### **A. Public Survey**

1. The CONSULTANT shall meet with the stakeholders to develop survey questions.
2. The CONSULTANT shall create a short survey and methodology for obtaining and receiving input on an online platform.
3. The CONSULTANT and Stakeholders shall identify multiple means to distribute the information.
4. The CONSULTANT shall prepare a summary of the survey results.

##### **B. Public Meetings**

1. The CONSULTANT shall hold at least eight public meetings in varying geographic locations of the County.
2. The CONSULTANT shall prepare a summary of the public meetings.

- C. The CONSULTANT may provide any other effective methods for meaningful public participation recognizing unique communities and lifestyles.

#### **1.2.4 Task 4 – Assessment of Existing Data Sources**

- 1.2.4.1 The CONSULTANT will review current data sources for Palm Beach County. The includes capital improvement plans for the County and each municipality, the FDOT Transportation Improvement Program, the existing transit network (including, but not limited to, the Palm Tran network), the most recent Palm Tran Transit Development Plan, the 2050 Palm Beach County Long Range Transportation Plan (LRTP), any adopted mobility plans within Palm Beach County or any other plans which include bicycle and pedestrian, micromobility or transit plans, any projects between Martin County, Broward County, Glades County and/or Hendry County, if applicable.
- 1.2.4.2 The CONSULTANT shall be responsible for collecting adopted Future Land Use Maps, preferably in GIS format, from each municipality and the county.
- 1.2.4.3 The CONSULTANT shall be responsible for collecting all relevant data from stakeholders.

#### **1.2.5 Task 5 - Existing Roadway Conditions**

- 1.2.5.1 The CONSULTANT will evaluate existing conditions to identify current backlogged roadways facilities and determine if there are existing system wide roadway deficiencies. The existing conditions evaluation is required to demonstrate that new growth is not charged for existing system wide roadway deficiencies.
- 1.2.5.2 The evaluation will include a summary of the miles and percentage of streets maintained by the County, each City, and FDOT for coordination.
- 1.2.5.3 The CONSULTANT will provide tracking information of cross-jurisdictional travel and distance traveled using available emerging technology.

#### **1.2.6 Task 6 – Data Collection and Transportation Capacity Analysis**

- 1.2.6.1 The CONSULTANT will collect any additional available mobility characteristics data for functionally classified arterial and

collector roads in the County from the relevant stakeholders. The data will include but not limited to equestrian, golf carts, sidewalks, bike lanes, travel lanes, traffic, pedestrian, bike counts for specific street segments, speed limits, LOS standard and service volume, transit or ridership data, and any additional available multimodal data.

- 1.2.6.2 The CONSULTANT will perform a Countywide multimodal analysis based on the assessed conditions and the data collection as more specifically described above.

#### **1.2.7 Task 7 – Projection of Future Growth and Transportation Demand**

- 1.2.7.1 The CONSULTANT will establish a long range planning horizon year for the CTMP.
- 1.2.7.2 The CONSULTANT will evaluate the Regional Travel Demand Model developed for the 2050 LRTP to obtain the base year and projected future year vehicle miles of travel (VMT) data.
- 1.2.7.3 The CONSULTANT shall additionally use any other diagnostic tools to assess demands and mobility patterns, including across County lines.
- 1.2.7.4 The CONSULTANT will review and take into consideration County demographic data from the latest Census, and/or any other data sources. Employment data, future land use plans, and existing land use patterns also will be evaluated for transportation demand.

The CONSULTANT shall evaluate potential for enhanced mobility of people and goods through land uses that support various modes of transportation.

#### **1.2.8 Task 8 – Develop Recommended Goals, Objectives and Policies**

- 1.2.8.1 The CONSULTANT will create recommended Goals, Objectives and Policies to be adopted in a municipal or County Comprehensive Plan that reflect a common Countywide goal and vision toward transportation and mobility planning, including appropriate land use patterns.
- 1.2.8.2 Any adopted Goals, Objectives and Policies toward transportation and mobility planning shall be provided by the stakeholders to the CONSULTANT.

### **1.2.9 Task 9 – Develop Recommended Design Principles**

- 1.2.9.1 The recommended design principles in the cross-sections and typical multimodal details, as applicable to serve as a Countywide recommended standard for a variety of typical right-of-way sections in Palm Beach County recognizing unique characteristics of various communities.
- 1.2.9.2 The CONSULTANT will develop graphic depictions of various streets to show existing conditions, and how various rights-of-ways can be retrofitted using adopted design principles to improve safety and multimodal mobility.
- 1.2.9.3 The CONSULTANT will identify options that may lead to land use patterns that will optimize and incentivize multimodal transportation, where appropriate.

### **1.2.10 Task 10 – Corridor and Subarea Analysis**

- 1.2.10.1 The CONSULTANT shall provide a high-level summary of key corridors and destinations, existing gaps and needed connections and barriers, as well as existing and potential transportation hubs.
- 1.2.10.2 The CONSULTANT shall evaluate potential for the enhanced movement of people and/or goods by appropriate modes such as bus rapid transit and first and last mile solutions or any other mobility options.

### **1.2.11 Task 11 – Develop recommended Quality and Level of Service Standards and Performance measures.**

- 1.2.11.1 The CONSULTANT will develop recommended Quality of Service (QOS) and Level of Service (LOS) standards to be used to establish transportation and mobility capacities taking into account existing mobility plans. The QOS and LOS standards establish standards to be applied uniformly by each jurisdiction for evaluating capacity and future needs.
- 1.2.11.2 Performance Measures will be adopted to evaluate the effectiveness of the CTMP, and to identify specific projects to be included in future plans.

### **1.2.12 Task 12 – Prioritization of Projects**

- 1.2.12.1 The CONSULTANT shall coordinate with stakeholders to collect

and develop a consolidated list of priority projects to be included in the final CTMP.

1.2.12.2 The CONSULTANT shall develop a project prioritization methodology or coordinated framework for regionally significant projects and projects which traverse through multiple jurisdictions.

1.2.12.3 The methodology shall recognize the TPA's role for the region and its established process and participation framework for project prioritization.

### **1.2.13 Task 13 – Project Deliverables**

1.2.13.1 The CONSULTANT will provide a final CTMP in a searchable, electronic format.

1.2.13.2 The CONSULTANT shall provide a schedule of tasks and milestones as set forth in this scope, with a set duration of time to include approximately twelve (12) months from contract execution.

1.2.13.3 The plan will include an Executive Summary.

1.2.13.4 Within sixty (60) days from contract execution, the CONSULTANT shall develop and maintain a website for the CTMP development process with appropriate graphics in a user-friendly format for the public throughout the CTMP development process.

1.2.13.5 The CONSULTANT shall also provide a website for the adopted CTMP with interactive maps in a user-friendly format for the public.

1.2.13.6 Within one hundred and eighty (180) days, from contract execution, the CONSULTANT will also develop a portal within the required website that will allow each jurisdiction to update its multimodal projects, as needed, after the CTMP has been adopted by the County.

1.2.13.7 The CONSULTANT may include additional information and/or recommendations in furtherance of the Goals of the CTMP not envisioned in the Scope of Services.

**1.2.14 Task 14 – Final Presentations**

1.2.14.1 The CONSULTANT shall present the CTMP at a minimum of five (5) public meetings in key geographic locations within Palm Beach County to any applicable stakeholder group previously identified in this scope.

1.2.14.2 The CONSULTANT shall present the Countywide Transportation and Mobility Plan to the Board of County Commissioners, which considers the input from all Stakeholders as set forth in this in this scope.

**1.2.15 Task 15 – Additional Services**

1.2.15.1 The CONSULTANT may be asked to provide project management services for the implementation of the CTMP. The cost may be negotiated and contracted on an hourly rate.

1.2.15.2 The CONSULTANT may be asked to provide additional related services, such as but not limited to grant writing, etc., as needed for the duration of the contract. The cost may be negotiated and contracted on an hourly rate.

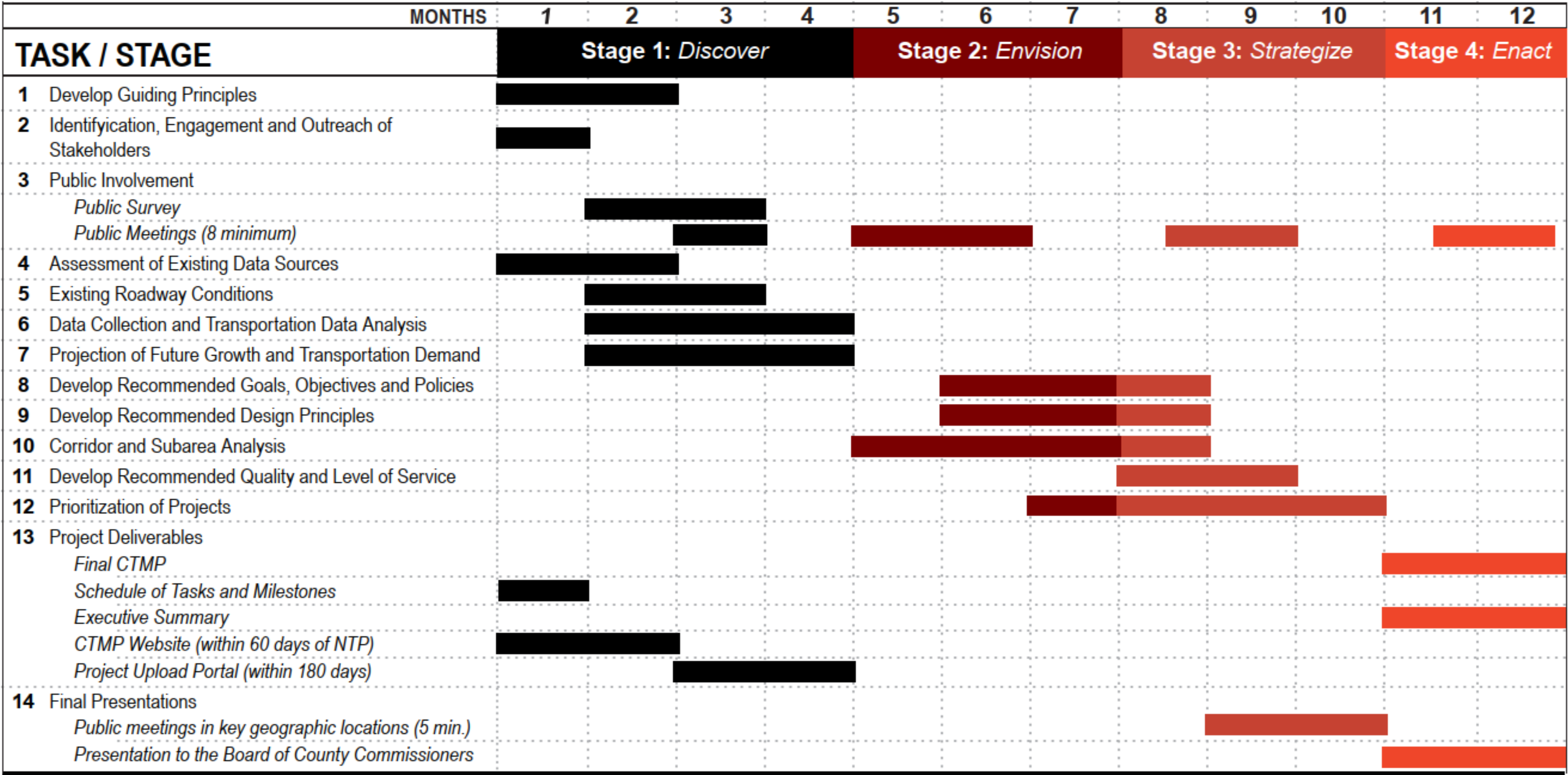
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ATTACHMENT 1 TO EXHIBIT A, SCOPE OF WORK/SERVICES  
RFP 25-016/CB

Palm Beach Transportation Master Plan Fee Proposal by Task and Month

| Month        |                                                                                     | 1                   | 2             | 3             | 4             | 5                   | 6             | 7            | 8                     | 9             | 10           | 11               | 12            | Total         |
|--------------|-------------------------------------------------------------------------------------|---------------------|---------------|---------------|---------------|---------------------|---------------|--------------|-----------------------|---------------|--------------|------------------|---------------|---------------|
| Task / Stage |                                                                                     | Stage 1<br>Discover |               |               |               | Stage 2<br>Envision |               |              | Stage 3<br>Strategize |               |              | Stage 4<br>Enact |               |               |
| Task 1.0     | Transportation Master Plan Guiding Principles                                       | \$ 6,271.52         | \$ 6,271.52   | \$ 6,271.52   | \$ 6,271.52   |                     |               |              |                       |               |              |                  |               | \$ 25,086.09  |
| Task 2.0     | Identification, Engagement and Outreach of Stakeholders                             | \$ 8,945.99         | \$ 8,945.99   | \$ 8,945.99   | \$ 8,945.99   |                     |               |              |                       |               |              |                  |               | \$ 35,783.95  |
| Task 3.0     | Public Involvement                                                                  |                     |               |               |               |                     |               |              |                       |               |              |                  |               | \$ 194,702.91 |
|              | Public Survey                                                                       | \$ 23,965.21        | \$ 23,965.21  | \$ 23,965.21  | \$ 23,965.21  |                     |               |              |                       |               |              |                  |               | \$ 95,860.84  |
|              | Public Meetings (8 Minimum)                                                         | \$ 8,236.84         | \$ 8,236.84   | \$ 8,236.84   | \$ 8,236.84   | \$ 8,236.84         | \$ 8,236.84   | \$ 8,236.84  | \$ 8,236.84           | \$ 8,236.84   | \$ 8,236.84  | \$ 8,236.84      | \$ 8,236.84   | \$ 98,842.07  |
| Task 4.0     | Assessment of Existing Data Sources                                                 | \$ 7,956.60         | \$ 7,956.60   | \$ 7,956.60   | \$ 7,956.60   |                     |               |              |                       |               |              |                  |               | \$ 31,826.40  |
| Task 5.0     | Existing Roadway Conditions                                                         | \$ 18,551.36        | \$ 18,551.36  | \$ 18,551.36  | \$ 18,551.36  |                     |               |              |                       |               |              |                  |               | \$ 74,205.46  |
| Task 6.0     | Data Collection and Transportation Capacity Analysis                                | \$ 11,785.28        | \$ 11,785.28  | \$ 11,785.28  | \$ 11,785.28  |                     |               |              |                       |               |              |                  |               | \$ 47,141.10  |
| Task 7.0     | Projection of Future Growth and Transportation Demand                               | \$ 12,382.75        | \$ 12,382.75  | \$ 12,382.75  | \$ 12,382.75  |                     |               |              |                       |               |              |                  |               | \$ 49,531.00  |
| Task 8.0     | Develop Recommended Goals, Objectives and Policies                                  |                     |               |               |               | \$ 8,275.09         | \$ 8,275.09   | \$ 8,275.09  | \$ 4,137.54           | \$ 4,137.54   | \$ 4,137.54  |                  |               | \$ 37,237.90  |
| Task 9.0     | Develop Recommended Design Principles                                               |                     |               |               |               | \$ 14,128.19        | \$ 14,128.19  | \$ 14,128.19 | \$ 7,064.09           | \$ 7,064.09   | \$ 7,064.09  |                  |               | \$ 63,576.85  |
| Task 10.0    | Corridor and Subarea Analysis                                                       |                     |               |               |               | \$ 13,541.43        | \$ 13,541.43  | \$ 13,541.43 | \$ 4,513.81           | \$ 4,513.81   | \$ 4,513.81  |                  |               | \$ 54,165.71  |
| Task 11.0    | Develop recommended Quality and Level of Service Standards and Performance measures |                     |               |               |               |                     |               |              | \$ 26,540.00          | \$ 26,540.00  | \$ 26,540.00 |                  |               | \$ 79,620.01  |
| Task 12.0    | Prioritization of Projects                                                          |                     |               |               |               | \$ 5,833.25         | \$ 5,833.25   | \$ 5,833.25  | \$ 17,499.74          | \$ 17,499.74  | \$ 17,499.74 |                  |               | \$ 69,998.97  |
| Task 13.0    | Project Deliverables                                                                |                     |               |               |               |                     |               |              |                       |               |              |                  |               | \$ 135,333.96 |
|              | Final CTMP                                                                          |                     |               |               |               |                     |               |              |                       |               |              |                  |               | \$ 61,337.15  |
|              | Schedule of Tasks and Milestones                                                    | \$ 2,267.94         | \$ 2,267.94   | \$ 2,267.94   | \$ 2,267.94   |                     |               |              |                       |               |              | \$ 30,668.57     | \$ 30,668.57  | \$ 9,071.78   |
|              | Executive Summary                                                                   |                     |               |               |               |                     |               |              |                       |               |              | \$ 5,848.21      | \$ 5,848.21   | \$ 11,696.42  |
|              | CTMP Website (within 60 days of NTP)                                                | \$ 9,587.59         | \$ 9,587.59   | \$ 9,587.59   | \$ 9,587.59   |                     |               |              |                       |               |              |                  |               | \$ 38,350.34  |
|              | Project Upload Portal (within 180 days)                                             | \$ 3,719.57         | \$ 3,719.57   | \$ 3,719.57   | \$ 3,719.57   |                     |               |              |                       |               |              |                  |               | \$ 14,878.28  |
| Task 14.0    | Final Presentations                                                                 |                     |               |               |               |                     |               |              |                       |               |              |                  |               | \$ 71,980.56  |
|              | Public meetings in key geographic locations (5 min.)                                |                     |               |               |               |                     |               |              | \$ 13,017.24          | \$ 13,017.24  | \$ 13,017.24 |                  |               | \$ 39,051.71  |
|              | Presentation to the Board of County Commissioners                                   |                     |               |               |               |                     |               |              |                       |               |              | \$ 16,464.43     | \$ 16,464.43  | \$ 32,928.85  |
| Expenses     |                                                                                     | \$ 2,083.33         | \$ 2,083.33   | \$ 2,083.33   | \$ 2,083.33   | \$ 2,083.33         | \$ 2,083.33   | \$ 2,083.33  | \$ 2,083.33           | \$ 2,083.33   | \$ 2,083.33  | \$ 2,083.33      | \$ 2,083.33   | \$ 25,000.00  |
|              | Fee by Month                                                                        | \$ 115,753.98       | \$ 115,753.98 | \$ 115,753.98 | \$ 115,753.98 | \$ 52,098.13        | \$ 52,098.13  | \$ 52,098.13 | \$ 83,092.60          | \$ 83,092.60  | \$ 83,092.60 | \$ 63,301.38     | \$ 63,301.38  | \$ 995,190.89 |
|              | Fee by Stage                                                                        |                     |               | \$ 463,015.93 |               |                     | \$ 156,294.38 |              |                       | \$ 249,277.81 |              |                  | \$ 126,602.76 |               |

Note: The payout curve is developed as a best estimate. These estimates may be subject to change between stages and tasks. Any changes will be mutually agreed upon between the client and WSP.



**EXHIBIT B**  
**CONSULTANT'S PROPOSAL**  
**Dated March 4, 2025**  
**Contract No. 25-016/CB**  
(Consists of 233 pages)



RFP NO. 25-016/CB

# COUNTYWIDE TRANSPORTATION MASTER PLAN

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# LETTER OF TRANSMITTAL

March 4, 2025

Palm Beach County Board of County Commissioners Purchasing Department  
50 South Military Trail, Suite 110  
West Palm Beach, Florida 33415  
ATTN: Christal Bakie, Purchasing Manager

## **SUBJECT: PALM BEACH COUNTYWIDE TRANSPORTATION MASTER PLAN - RFP NO. 25-016/CB**

Dear Ms. Bakie and Members of the Selection Committee:

Palm Beach County is one of the most desirable places to live in the country, reflected in its consistent increase in population over decades (and recent meteoric growth), a trend that is anticipated to continue for the next 25 years, and beyond. The county transportation system has seen the growth in associated travel across its jurisdictions and is experiencing related increasing periods of congestion. The Board of County Commissioners has issued a call for a team to address this growing need through the development of a multimodal plan which will be coordinated across its 39 member jurisdictions, such that they implement their plans while recognizing the benefits and requirements for creating a viable countywide multimodal transportation system. The development of such plans create long-term opportunities and benefits while also requiring effective communication and leadership to achieve the desired outcome.

The WSP Team has an in-depth understanding of Palm Beach County's organization, processes, goals, and priorities, developed through our successful work on a wide variety of contracts in Palm Beach County, including the ongoing General Planning Consultant (GPC) Services Contract with the County's transit operator, PalmTran.

We understand that Palm Beach County is looking to create a master plan that establishes a vision for the County's future transportation priorities and investments. The WSP Team brings a keen understanding of:

- » The challenges of maximizing the effectiveness of an existing roadway network while accounting for growing demand.
- » Ensuring multimodal access to the transportation network that can serve all users.
- » Understanding the needs of freight operators in the county, to ensure the efficient movement of goods throughout Palm Beach County.
- » Laying out a comprehensive transit vision that can go beyond the theoretical and can be implemented through an actionable process.

Our Team will provide Palm Beach County with:

**A leadership Team that understands Palm Beach County Mission, Vision and Goals:** Our team will be led by **Program Manager Claudia Bilotto, AICP**. Claudia is an experienced multimodal transportation planning professional with over 25 years of transportation planning experience. Claudia is a proven strong

multimodal planning lead, having led multi-jurisdictional projects throughout the southeastern US. To directly address the challenges on this project, she has developed a common vision and implementation plan for a more viable systemwide transportation future that stretches across jurisdictional boundaries. She brings lessons learned from transformative large-scale transportation planning initiatives that have required coordination of multiple stakeholder groups to build consensus and “get to yes” in order to implement mutually agreeable outcomes. Claudia also brings experience in intergovernmental and community and labor relations. **Murriah Dekle**, will serve as the Deputy Program Manager and assist Claudia in overseeing the WSP Team and the daily contractual needs. She has 21 years of experience and has managed several projects providing expertise to implement high quality studies and planning documents. Murriah’s local knowledge of Palm Beach County and experience managing multiple projects in Palm Beach County makes her an exceptional day-to-day leader on the WSP management team.

**Diverse and Local Experience:** Claudia will be supported by key local staff, who have multimodal transportation planning experience in Palm Beach County. Our key local staff will draw from the vast experience of industry leaders and specialty practice area staff working on innovative transportation projects across the country. Our team brings the industry experts needed to successfully deliver an implementable CTMP the Palm Beach County Community.

**Multidisciplinary Team:** Our team maximizes our local presence while bringing in national experts as needed to achieve your goals. This depth means that the WSP Team can be there – whenever and wherever Palm Beach County needs our services. In addition, our team includes specialized subconsultants such as Google (Carahsoft/Syntasa), DDEC, Dover Kohl, Quest and Caltran with an emphasis on strong disadvantaged business enterprises (DBEs) that are certified with Palm Beach County, including The Green Group and Goal Associates. These firms bring unique skillsets that complement our team’s strengths while also contributing to both local presence and national resources.



As a part of this project, WSP has partnered with Google Cloud (Carahsoft is Google Clouds Public Sector Distributor) and Syntasa to bring best in class data analytics capabilities. Google Public Sector brings advanced AI analytics, and

security offerings to the mission of government and is actively modernizing and transforming public sector operations across all regions. Syntasa is a premier data and analytics Google partner that has prebuilt solutions and capabilities to run advanced analytics integrating diverse datasets. Our team will collaborate across several deliverables bringing experts and industry practitioners to accelerate delivery.

**Proven Experience on Similar Contracts:** WSP has a long history of working on similar transportation plans at both a national and local level. Some local examples of this is our participation in the Regional Transportation Plan involving the MPOs from Palm Beach County, Broward County and Miami-Dade County. Our team also participated in the Long-Range Transportation Plan for the Broward County MPO.

We look forward to working with Palm Beach County to help you realize your vision. If you have any questions or require further information regarding our proposal, please contact our contact person for this pursuit, Claudia directly at (404) 364-2651 or email at [Claudia.Bilotto@wsp.com](mailto:Claudia.Bilotto@wsp.com).

Sincerely,

A handwritten signature in blue ink that reads "Claudia M. Bilotto".

**Claudia Bilotto, AICP**  
Project Manager  
404-364-2651

A handwritten signature in blue ink that reads "S. Amores".

**Santiago (Sandy) Amores**  
SVP, South Florida Local  
Business Line Leader  
305-459-4200

**WSP USA Inc.**  
**3825 PGA Blvd., Suite 205**  
**Palm Beach Gardens, FL**  
**33410**

# 3.1 EXPERIENCE / QUALIFICATION / BACKGROUND /

**3.1.1** WSP has brought together a team of firms with diverse and complementary skill sets to provide Palm Beach County with a Transportation Master Plan that reflects the needs and priorities of the community. The team consists of qualified planners, engineers, communications professionals, web designers, urban designers, traffic modelers, and data scientists. By working closely with Palm Beach County and the stakeholders in the community, will help develop a plan that will guide the future implementation of the vision developed through this plan.

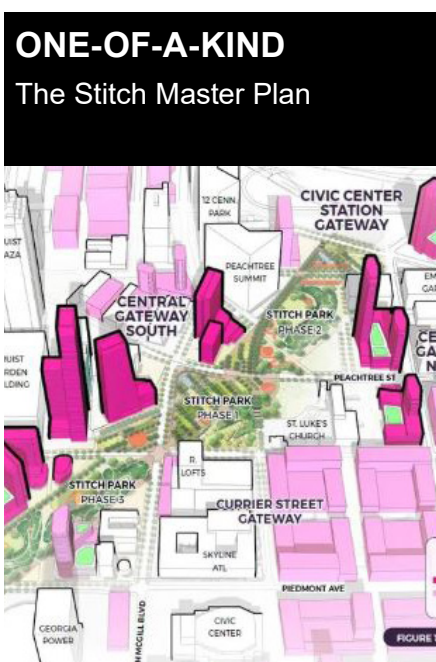
Our experience with communities that range in size and scale, have varying characteristics of land use form, demographics, and economies, and face different challenges has given WSP the ability to offer a national perspective on emerging mobility trends, challenges, and solutions, while bringing local knowledge and keeping focus on the issues that are most relevant to Palm Beach County.

The WSP team will leverage our multidisciplinary teams to deliver a realistic plan that positions you for success. Our team's planners and engineers are integral parts of their communities, sitting on advisory boards or planning boards, participating in community events and meetings, and actively volunteering for community enhancement activities. We understand what it means to want to improve the quality of life within our community.

WSP and teaming partners have extensive experience in regional transportation and multimodal planning across large metropolitan areas nationwide, many of which have populations exceeding 1.5 million residents and geographical footprints like PBC's 1,977 square miles. Our expertise includes systemwide multimodal level of service analysis, transportation master planning, multimodal network design, transit-oriented development, and regional mobility solutions.

Our team excels in balancing the diverse transportation needs of communities through consensus building with public, private, and civic entities. We specialize in urban mobility, traffic engineering, transit planning, environmental impact analysis, and stakeholder engagement. **Collectively, our team has led numerous initiatives involving intergovernmental collaboration to successfully navigate complex environments to deliver comprehensive future-ready transportation solutions.**

## OUR TEAM BRINGS COMPREHENSIVE SOLUTIONS



## 3.1.2 PROJECT EXPERIENCE

### 2050 LONG RANGE TRANSPORTATION PLAN UPDATE STATEWIDE, ARIZONA

ADOT 2050 Long Range Transportation Plan Update (LRTP) is a comprehensive planning document that includes the complete State Highway System, National Highway System, and MPO and Regional Routes, and all modes of transportation. The LRTP provides a vision and roadmap that addresses how ADOT will approach the tremendous growth and strain on Arizona's transportation system, while facing an inadequate stream of funding.

The 2050 LRTP identified \$231.4 billion in transportation needs with \$69.1 billion in revenue resulting in a \$162.3 billion GAP. The LRTP identified a Recommended Investment Choice that defines a State Transportation Board Goal of investing funding in preservation, modernization, and expansion of the system.

Additional scope items were:

- » Existing Conditions Analysis (Statewide infrastructure inventory, performance measures)
- » Analysis of the long-term funding needs of ADOT's multimodal system
- » Analysis of the gap present between ADOT's projected revenues and the long-term needs of the ADOT system
- » Development of the Resiliency Improvement Primer, which outlines the need to implement measures that ensure the ADOT system's resilience to weather events and natural hazards.
- » Development of the Key Commerce Corridors Report, which outlines how ADOT funding can be strategically prioritized to fund projects along the corridors that most benefit Arizona's economy.



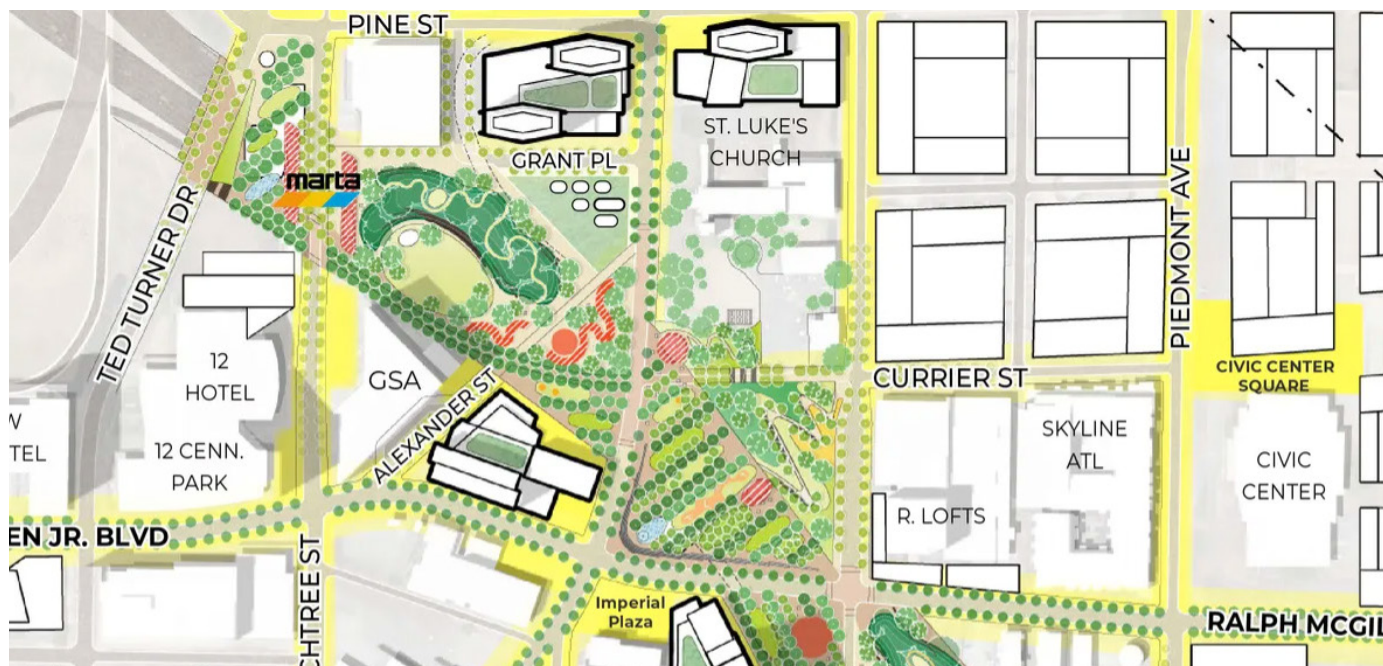
| Date of Service: 2018 - 2020                                                               |                                                                                                        | Contract Amount: \$2.36M                                                                                                                                                                   |                                                                                                      |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  Client |  Contact            |  Scope of Work Performed                                                                                |  Staff Involved |
| Arizona Department of Transportation                                                       | Jason James<br>1611 W. Jackson St. MD<br>310B Phoenix, AZ 85007<br>(602) 712-6166<br>jjames6@azdot.gov | <ul style="list-style-type: none"><li>• Existing Conditions Analysis</li><li>• Development of LRTP Vision and Goals</li><li>• Analysis of ADOT's baseline and projected revenues</li></ul> | Scott Omer, Scott Beck                                                                               |

# THE STITCH MASTER PLAN

## ATLANTA, GA

The Stitch is a transformational civic infrastructure investment that will reconnect the community by “Capping the Connector” to unite Downtown Atlanta with the Midtown and Old Fourth Ward neighborhoods through parks, plazas, and surface streets for walking and biking. Once complete, the Stitch will create approximately 14 acres of urban greenspace atop a new, ¾-mile platform spanning the Downtown Connector, catalyze over 40 acres of economic development, and deliver multimodal improvements to key corridors. The aim of the Stitch is to advance the equitable revitalization of north Downtown through enhanced access to affordable housing, low-cost transportation, jobs, and community resources.

WSP is the prime consultant for this multi-year effort spanning between master planning to construction. The first task is complete consisting of a 12-month process to develop a Master Plan for the Stitch. This Master Plan will act as a guiding document for the entire lifetime of the project, setting the path for future concept development and project delivery. The Master Plan includes a variety of focus areas that extend beyond the highway cap itself, including Parks & Open Space, Multimodal Transportation, Land Use & Zoning, Affordable Housing, Urban Design, Sustainability & Resiliency, and Equity. Development of the Master Plan includes a robust public and stakeholder engagement process, which includes outreach to residents, businesses, advocacy groups, schools, churches, focus groups, and public organizations.



| Date of Service: 2023 - 2024                                      |                                                                                                        | Contract Amount: \$1.25M (Master Planning)                                                                                                                                                                                                     |                                                |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Client                                                            | Contact                                                                                                | Scope of Work Performed                                                                                                                                                                                                                        | Staff Involved                                 |
| Atlanta Downtown Development Authority / Central Atlanta Progress | Jack Cebe<br>84 Walton St NW #500,<br>Atlanta, GA 30303<br>jcebe@atlantadowntown.com<br>(404) 658-5911 | <ul style="list-style-type: none"> <li>• Multimodal Transportation Master Planning</li> <li>• Land Use and Transportation</li> <li>• Sustainability and Resiliency Planning</li> <li>• Extensive Stakeholder and Public Involvement</li> </ul> | Claudia Bilotto,<br>Josh Turner, John Loughran |

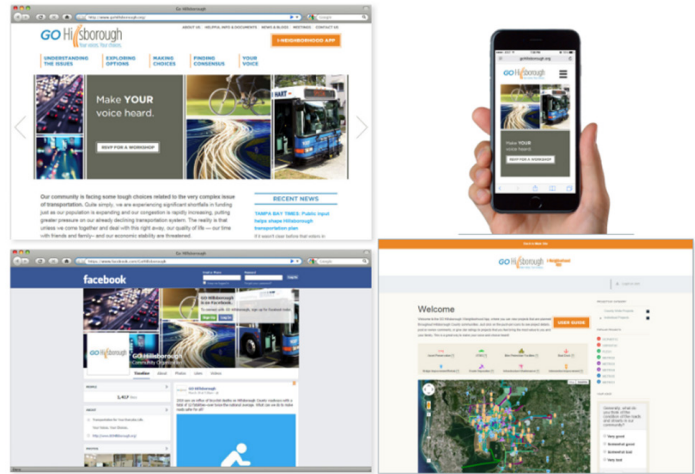
# HILLSBOROUGH COUNTY TRANSPORTATION PLAN

## HILLSBOROUGH, FL

In support of a proposed ½ percent Countywide Sales Tax initiative, WSP supported the Hillsborough County Policy Leadership Group in the development of the Hillsborough County Transportation Plan in 2015.

This effort included technical analysis to evaluate project priorities alongside robust community engagement to garner consensus on transportation needs and priorities. WSP led extensive, collaborative, and inclusive public outreach with 86 interactive workshops, four telephone town halls, focus groups and social media. WSP evaluated and validated transportation projects across the County to ensure consistency of project definitions, scopes and costs across diverse programs including resurfacing, intersection improvements, sidewalks and bike lanes, capacity projects, Advanced Traffic Management System (ATMS) projects, and transit projects to identify project priorities that could be completed within a package of balanced, multi-modal improvements for County referendum consideration.

A detailed analysis of costs, sustainability, timing, innovation and funding opportunities were examined to test the effectiveness and value of project packages. The Plan prioritized 10-years of implementable projects throughout Hillsborough County, City of Plant City, City of Tampa, City of Temple Terrace, and Hillsborough Area Regional Transit (HART) for a proposed ½ percent Countywide Sales Tax, as well as identification of potential projects for future years consideration.



| Date of Service: 2014-2016                                                                 |                                                                                                                                                    | Contract Amount: \$1.5M                                                                                                                                                                                             |                                                                                                      |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  Client |  Contact                                                        |  Scope of Work Performed                                                                                                        |  Staff Involved |
| Hillsborough County                                                                        | Michael Williams, PE<br>County Engineer<br>901 E Kennedy Blvd, Tampa, Florida, 33602, United<br>williamsm@hillsboroughcounty.org<br>(813) 635-5400 | <ul style="list-style-type: none"> <li>Project Identification and Prioritization for Sales Tax Referendum.</li> <li>Extensive Public Engagement</li> <li>Financial Planning</li> <li>Implementation Plan</li> </ul> | Christina Matthews                                                                                   |

# NC MOVES 2050 LONG-RANGE STATEWIDE MULTIMODAL PLAN

## STATEWIDE, NC



WSP was the lead consultant for the N.C. Department of Transportation's update to the statewide long-range transportation plan, NC Moves 2050. NC Moves 2050 provides a blueprint focused on creating a more responsive, diverse, and inclusive transportation system to keep people and freight moving safely and efficiently throughout the state. It includes an Implementation Plan that provides actionable steps to complete actions recommended within the next 10 years. WSP subject matter experts supported the technical work to research the current state of NCDOT's transportation system and potential trends and uncertainties the state may face in the next 30 years. WSP subject matter experts also developed and led a robust public engagement and outreach campaign to support the plan's development. The campaign relied completely on non-traditional outreach methods with assistance from our national public engagement team, NCDOT partners. Our experts in project visualization, including infographic fact sheets, videos, tabling events, surveys, "Table Topics" for millennials and Spanish speaking households, extensive inclusive engagement, and social media. Through these efforts, in collaboration with NCDOT's transportation planning division staff and the NCDOT Working Group, the project team was able to reach over three million residents and collect over 30,000 survey responses.



In 2018, NCDOT Chief Deputy Secretary David Howard told WSP during the project interview that he did not want a plan that would simply sit on a shelf; he wanted an innovative, interactive plan that was informed by meaningful public engagement. Upon winning the contract, WSP developed a strategy with this in mind and carried it through from beginning to end. Chief Deputy Secretary Howard stated his appreciation for the WSP team's efforts in an email to the team.

**“Congratulations NC Moves 2050 Team! It has been a long road to today's final adoption of the plan by the Board of Transportation. The entire 2+ year process was comprehensive, thorough, inclusive and very engaging! As you know, real public involvement and making the plan truly multimodal, while making it citizen friendly to understand were my overall goals. This team met all of those goals and more. Thank you for indulging my thoughts, input and guidance throughout the process...Please share my sincere appreciation to the WSP and subconsultant teams. Their professionalism, expertise and guidance have everything to do with the success of this plan. Now, let's get the website up and going, and start sharing this wonderful plan with our partners and the public!”**  
- David Howard, NCDOT Chief Deputy Secretary

| Date of Service: 2018 - 2020                |                                                                                                                    | Contract Amount: \$2.36M                                                                                                                                                                     |                                             |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Client                                      | Contact                                                                                                            | Scope of Work Performed                                                                                                                                                                      | Staff Involved                              |
| North Carolina Department of Transportation | Natasha Earle-Young<br>1534 Mail Service Center,<br>Raleigh, NC 27699<br>nbearle-young@ncdot.gov<br>(919) 707-2833 | <ul style="list-style-type: none"> <li>Statewide Multimodal Transportation Planning</li> <li>Scenario Planning</li> <li>Extensive Public Involvement</li> <li>Implementation Plan</li> </ul> | Mike Flood, Leta Huntsinger, Shivang Shelat |

# KAY BAILEY HUTCHISON CONVENTION CENTER DALLAS MASTER PLAN (TRANSPORTATION ELEMENT)

## DALLAS, TX

The Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan represents the largest undertaking of a public investment by the City in the history of Dallas, Texas. It creates a state-of-the-art Convention Center that would be one of the largest in the country and is unique in that it integrates the work of four interrelated workstreams: Area Plan, Transportation Plan, Multimodal Station Feasibility Study, and Market and Funding. Goals for the project included improving connections between downtown Dallas and the Cedars/South Dallas – a historically redlined and socioeconomically disadvantaged neighborhood, improving transit connections, enhancing equity, and supporting overall economic development.

Transportation investments have been identified to improve accessibility to the district and throughout the greater Dallas region. An important goal of the transportation plan was to improve access to the Convention Center district for visitors and its employees, many of whom reside in neighborhoods with few transit options available. A multimodal station is proposed at the historic Eddie Bernice Johnson (EBJ) Union Station where Amtrak, Dallas Area Rapid Transit (DART) light rail, TRE commuter rail, Dallas Streetcar and local buses would connect, increasing multimodal opportunities that have been proposed for EBJ Union Station. Improvements in the street network would enhance the connectivity between Union Station and the new district. Planned improvements in the existing street network include extending existing streets and bike/pedestrian corridors and a new deck park bridging the depressed I-30 to South Dallas.



| Date of Service: 2021 - 2023                                                               |                                                                                                                            | Contract Amount: \$4.9M                                                                                                                                                                                |                                                                                                      |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  Client |  Contact                                |  Scope of Work Performed                                                                                            |  Staff Involved |
| Visit Dallas                                                                               | Rosa Fleming<br>Director Tourism<br>650 S. Griffin Street<br>Dallas, TX 75202<br>(214) 939-2755<br>rosa.fleming@dallas.gov | <ul style="list-style-type: none"> <li>• Transportation Master Plan</li> <li>• Multimodal Hub Feasibility Study</li> <li>• Financial Analysis</li> <li>• Stakeholder and Public Involvement</li> </ul> | John Loughran, Dan Baer, Josh Turner,                                                                |

# CORAL GABLES TRANSPORTATION PLAN (DOVER KOHL & PARTNERS PROJECT EXAMPLE)

## CORAL GABLES, FL

Coral Gables is a city that continues to grow, attracting new residents, businesses and development. However, adding traffic capacity would destroy the character of streets and public spaces. The solution lies in a robust multi-modal strategy that rebalances the scales toward walking, biking, and transit.

The Coral Gables Comprehensive Multimodal Transportation Plan challenges the city to improve the everyday experience for pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Rather than simply defining a street within its curbs, a beautiful street stretches farther out to consider the design of the streetspace from building to building, which includes how buildings relate to the street, landscaping and street trees that protect pedestrians and bicyclists, the design of stormwater and utility infrastructure, and the location of parking, to name a few.

To allow Coral Gables to comfortably accommodate all modes of transportation, a number of important improvements must be made across the city, to retrofit street design patterns, facilitate mobility, and improve ecological infrastructure. Dover Kohl & Partners lead the public process and provided multimodal design solutions to better integrate bikes and pedestrians into the streetscape as well as redesigning several intersections throughout the City.

Both subconsultants Caltran and Dover Kohl partnered on this project.



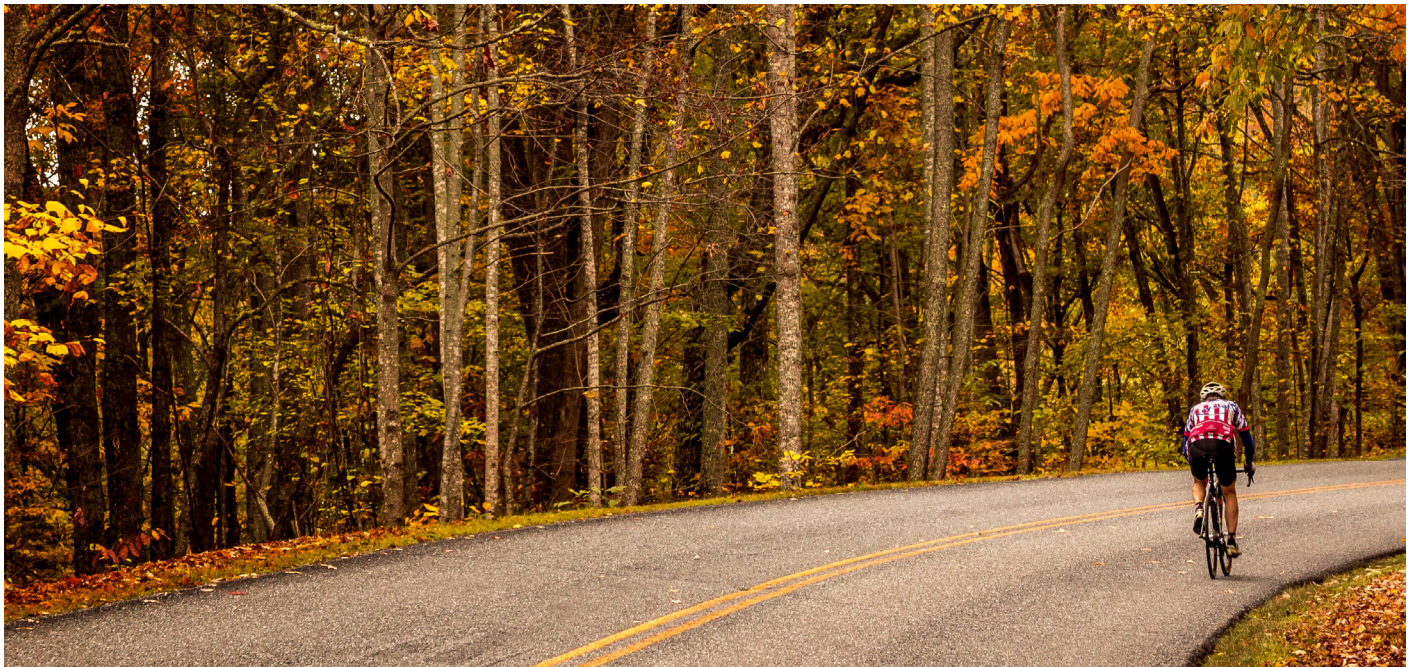
| Date of Service: 2016 - 2018                                                               |                                                                                                                             | Contract Amount: \$99,755K                                                                                                                                                                               |                                                                                                      |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  Client |  Contact                                 |  Scope of Work Performed                                                                                              |  Staff Involved |
| City of Coral Gables                                                                       | Allison Justice<br>Sr. Project Manager<br>401 Clematis St. West Palm Beach, FL 33401<br>(561) 822-1553<br>ajjustice@wpb.org | <ul style="list-style-type: none"> <li>• Multimodal Transportation Plan</li> <li>• Bicycle and Pedestrian Focus</li> <li>• Utility Infrastructure Design</li> <li>• Roadway Design Principles</li> </ul> | Victor Dover,<br>Kenneth Garcia                                                                      |

# ORANGE COUNTY (NC) TRANSPORTATION MULTIMODAL PLAN (TMP)

## ORANGE COUNTY, FL

WSP is currently providing a range of transportation services for Orange County, NC. WSP was charged with the development of an interactive, map-based transit dashboard for Orange County NC. This was completed in November 2023 and is available on [www.ocnctd.com](http://www.ocnctd.com). Following this project, WSP was asked to prepare a Transportation Multi-modal Plan (TMP), which will be a consolidated plan for all the projects planned and proposed through previous studies in the unincorporated sections of Orange County. This plan is currently ongoing and is expected to complete in June 2023. As a part of the TMP development process, our team consolidated recommendations from more than 40 plans and studies developed in the past decade by 9 transportation agencies (MPOs, RPO, Municipalities, County, DOT, etc) and developed maps for each mode. These were then presented to the technical team and the public who saw all projects in the County at one place for the first time. The eventual goal of the project is to make these maps available to the public thorough the interactive dashboard so that it becomes the singular destination to find information on any transportation recommendations in Orange County.

Based on our performance on this project, Orange County contracted WSP for their on-call transportation services encompassing a wide range of traffic engineering, roadway design, transportation planning, and public engagement fields. Through this on-call, WSP is currently working on updating the Safe Routes to School plan for Orange County.



| Date of Service: 2023 - 2024                                                               |                                                                                                                                                     | Contract Amount: 180K                                                                                                                                       |                                                                                                      |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  Client |  Contact                                                         |  Scope of Work Performed                                                |  Staff Involved |
| Orange County                                                                              | Nish Trivedi<br>600 NC-86, Hillsborough, NC 27278<br>(919) 245-2007<br><a href="mailto:ntrivedi@orangecountync.gov">ntrivedi@orangecountync.gov</a> | <ul style="list-style-type: none"><li>• Multimodal Transportation Plan</li><li>• Project Prioritization</li><li>• Public and Stakeholder Outreach</li></ul> | Emily Ritzler, Fred Frank, Shivang Shelat                                                            |

# FORWARD PINELLAS GENERAL PLANNING CONSULTANT - LONG RANGE TRANSPORTATION PLANNING AND SAFE STREETS FOR ALL

## PINELLAS COUNTY, FL

WSP is providing professional services in five subareas: multimodal transportation planning, land use and redevelopment, urban design, communications and public involvement, and economics. Projects WSP manages are:

**Advantage Pinellas 2050 (Long Range Transportation Plan):** WSP is developing Long Range Transportation Plan update identifying cost Feasible projects through the year 2050. The update includes the development of socioeconomic data, refinement of the goals, objectives, policies, and performance measures; review and validation of the environmental justice population in the county and development of a financial plan, Needs Plan, and Cost Feasible Plan. WSP developed an on-line public engagement program to reach out the community during the update. Additional public engagement activities included focus group support and administering a statistically valid community survey.

**Safe Streets for All – 49th Street South:** WSP in partnership with Forward Pinellas, City of St. Petersburg (COSP) and the City of Gulfport (COG) identified safety improvements along 49th Street South that advance the elements of the Safe Streets Pinellas Action Plan WSP worked with agency partners, stakeholders, and the community to evaluate multimodal needs and develop a prioritized list of recommended improvements for the 49th Street corridor. This included facilitating a community walking audit, community workshop as well as developing an on-line platform for community input. Under this task, WSP also developed conceptual plans for lane repurposing, conducted ROW analysis, and developed short-, medium- and long-term safety enhancements for all users.



| Date of Service: 2021 - Ongoing |                                                                                     | Contract Amount: 3M                                                                                                                                                                                 |                                           |
|---------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Client                          | Contact                                                                             | Scope of Work Performed                                                                                                                                                                             | Staff Involved                            |
| FORWARD Pinellas                | Chelsea Favero<br>Planning Manager<br>(727) 464-5644<br>cfavero@forwardpinellas.org | <ul style="list-style-type: none"> <li>• Multimodal Transportation Planning</li> <li>• Financial Analysis</li> <li>• Project Prioritization</li> <li>• Public and Stakeholder Engagement</li> </ul> | Eric Heinz, Scott Pringle, Jennifer Straw |

# 2045 LONG RANGE TRANSPORTATION PLAN

## CENTRAL MIDLANDS COUNCIL OF GOVERNMENTS (CMCOG)

WSP prepared the 2045 LRTP for the CMCOG that included both the COATS MPO urbanized area and Rural Planning Organization (RPO) area outside of the urbanized area. The LRTP was prepared under the guidance of the FAST Act and South Carolina Legislative Act 114, requiring the development of the LRTP to incorporate a Performance-Based Planning Process (PBPP).



The 2045 LRTP financial plan demonstrates how the future transportation project recommendations can be implemented based on order of magnitude cost estimates and reasonably expected revenues. Separate financial plans were developed for the MPO area, the RPO area, and for transit. The financial plan includes revenue forecasts of anticipated federal, state, and local revenues, along with planning-level cost estimates for each proposed highway project. The projected revenue was compared to the recommended projects and programs to determine which projects can be realistically funded, and thus are recommended based on the anticipated level of funding over the life of the Plan.

Within the 2045 LRTP, all urban MPO widening projects and intersection projects, as well as all rural RPO widening projects and intersection projects, were put through a project prioritization scoring. In working together on the LRTP update, a project prioritization tool was developed that automates the project evaluation scoring process to develop CMCOG's Staged Improvement Program. Project ratings were determined for each identified data-driven criterion. The criteria were established to achieve CMCOG's strategic priorities and improve alignment with SCDOT plans. The criteria included considerations for project impact on infrastructure condition, safety risk reduction, mobility improvements, emissions reductions, transit impacts, and economic benefits. Criteria were diversified to be representative of geographic regions within the CMCOG planning area.

A key component of the CMCOG and COATS 2045 LRTP is a Bicycle & Pedestrian chapter focused on understanding barriers to biking and walking across the region, identifying areas of safety concerns, coordinating with existing bicycle and pedestrian plans, developing recommendations for bicycle and pedestrian projects, programs, and policies, and prioritizing projects based on a set of criteria.

| Date of Service: 2020 - 2022                                                                  |                                                                                                                                                 | Contract Amount: 550K                                                                                                                                                                        |                                                                                                         |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <br>Client | <br>Contact                                                  | <br>Scope of Work Performed                                                                               | <br>Staff Involved |
| CMCOG /<br>Columbia Area<br>Transportation<br>Study (COATS)                                   | Reginald Simmons<br>Deputy Executive Director<br>236 Stoneridge Dr. Columbia,<br>SC 29210<br>(803) 744-5133<br>rsimmons@centralmidlands.<br>org | <ul style="list-style-type: none"> <li>• Countywide Multimodal Transportation Plan</li> <li>• Travel Demand Modeling</li> <li>• Safety Analysis</li> <li>• Project Prioritization</li> </ul> | Fred Frank, Emily Ritzler, Shivang Shelat                                                               |

# BROWARD TRANSIT SYSTEMWIDE STUDY, PLANNING AND PRELIMINARY DESIGN

## BROWARD COUNTY, FLORIDA

Broward County Transit selected WSP to conduct a Transit Systemwide (TSYS) evaluation of corridors in Broward County. Still ongoing, the output of the study will be the Premium Mobility Plan, or PREMO, to define a program of implementable premium transit projects. The study will result in an implementation strategy that identifies a pipeline of transit projects based upon a transparent, consistent, and repeatable evaluation process, with routine updates to track progress of the PREMO program.



PREMO will define a vision for a world-class premium transit network in Broward County. To achieve this vision, PREMO defines a program of projects that sequences the implementation of premium transit services — connecting local BCT routes to regional services. Though this study, WSP has worked closely with BCT staff to define the corridors, develop Goals & Objectives, screen the corridors based on various criteria, such as demographics, transit demand, equity considerations, and others. WSP has led public outreach efforts, including attendance at farmer's markets and other community events, particularly those in areas identified as having lower engagement rates.

WSP is providing professional consulting services in connection with the transit systemwide study, analysis, planning, environmental analysis, and preliminary engineering design. The objective is to develop a final Transit Systems Plan (TSYS) report in 12 to 15 months, including the elements outlined in the scope and recommendations regarding the feasibility of adopting rail, bus rapid transit (BRT) and other modes of transportation into the current transit system. The following transit project was included as part of the systemwide study:

**Premium Mobility Plan (PREMO), Broward County, Florida:** To support Broward's continued growth and prosperity, voters approved a one-cent surtax for transportation named the Mobility Advancement Program (MAP) Broward. A goal of MAP Broward is to provide enhanced transit services. In response, Broward County Transit is developing the Premium Mobility Plan or PREMO to define a program of premium transit projects that meets the need of the county and achieves the objectives set forth by MAP Broward. WSP is conducting PREMO which will define a vision for a world-class premium transit network. PREMO strategically identifies a program of projects that sequences the implementation of more than \$1B of premium transit services connecting Broward County Transit routes to regional services. PREMO incorporates the goals of the Penny for Transportation Surtax Program. This program provides funding support for improving transit service, enhancing multimodal options, and ensuring economic development and benefits.

| Date of Service: 2020 - Ongoing                                                            |                                                                                                                                          | Contract Amount: \$16M                                                                                                                                                                                                 |                                                                                                        |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
|  Client |  Contact                                              |  Scope of Work Performed                                                                                                           |  Staff Involved   |
| Broward County Transit                                                                     | Jie Bian<br>Transit Director<br>1 North University Drive-Suite 3100A<br>Plantation, Florida 33324<br>(954) 357-8532<br>jbian@broward.org | <ul style="list-style-type: none"> <li>Corridor Feasibility Analyses</li> <li>Traffic and Travel Demand Analyses</li> <li>Systemwide Branding</li> <li>Stakeholder Coordination</li> <li>Community Outreach</li> </ul> | Shriram Ramaratnam, Thomas Rodrigues, Carlos Alba, Jose Suazo, Behzad Karimi, Eric Heinz, Sandy Amores |

## 3.1.3 REFERENCES

We are pleased to include references that highlight our proven success in developing comprehensive transportation and multimodal master plans. Each of these references can attest to the positive experiences they had working with us. We encourage you to reach out to them for firsthand accounts of our dedication, expertise, and the impactful results we deliver.

### NCDOT | NC MOVES 2050 LONG-RANGE STATEWIDE MULTIMODAL PLAN

|                                            |                                                                                                                               |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>Contact Name:</b>                       | Natasha Earle-Young                                                                                                           |
| <b>Mailing Address:</b>                    | 1534 Mail Service Center, Raleigh, NC 27699                                                                                   |
| <b>Phone:</b>                              | 919-707-2833                                                                                                                  |
| <b>Email:</b>                              | nbearle-young@ncdot.gov                                                                                                       |
| <b>Dates of Service:</b>                   | 2018-2020                                                                                                                     |
| <b>Contract Amount:</b>                    | \$2.36M                                                                                                                       |
| <b>Number of Full-Time Staff Provided:</b> | 2 full time staff. 8 staff were involved throughout the length of project.                                                    |
| <b>Service Provided</b>                    | Long Range Statewide Multimodal Transportation Planning, Scenario Planning, Extensive Public Involvement, Implementation Plan |
| <b>Scope of Work:</b>                      | Development of a statewide multimodal transportation master plan long range for the State of North Carolina.                  |

### ATLANTA DOWNTOWN DEVELOPMENT AUTHORITY / CENTRAL ATLANTA PROGRESS | THE STITCH MASTER PLAN

|                                            |                                                                                                                                                                                                                                                                          |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Contact Name:</b>                       | Jack Cebe                                                                                                                                                                                                                                                                |
| <b>Mailing Address:</b>                    | 84 Walton St NW #500, Atlanta, GA 30303                                                                                                                                                                                                                                  |
| <b>Phone:</b>                              | (404) 658-5911                                                                                                                                                                                                                                                           |
| <b>Email:</b>                              | jcebe@atlantadowntown.com                                                                                                                                                                                                                                                |
| <b>Dates of Service:</b>                   | 2023-2024                                                                                                                                                                                                                                                                |
| <b>Contract Amount:</b>                    | \$1.25M                                                                                                                                                                                                                                                                  |
| <b>Number of Full-Time Staff Provided:</b> | 5 Full Time Staff (8 Part Time Staff)                                                                                                                                                                                                                                    |
| <b>Service Provided</b>                    | Master Planning                                                                                                                                                                                                                                                          |
| <b>Scope of Work:</b>                      | WSP is designing the Stitch which will create approximately 14 acres of urban greenspace atop a new, $\frac{3}{4}$ -mile platform spanning the Downtown Connector, catalyze over 40 acres of economic development, and deliver multimodal improvements to key corridors. |

## BROWARD COUNTY TRANSIT | SYSTEMWIDE STUDY, PLANNING AND PRELIMINARY DESIGN

|                                            |                                                                                                                             |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Contact Name:</b>                       | Jie Bian                                                                                                                    |
| <b>Mailing Address:</b>                    | 1 North University Drive-Suite 3100A Plantation, Florida 33324                                                              |
| <b>Phone:</b>                              | (954) 357-8532                                                                                                              |
| <b>Email:</b>                              | bian@broward.org                                                                                                            |
| <b>Dates of Service:</b>                   | 2020 - Ongoing                                                                                                              |
| <b>Contract Amount:</b>                    | \$16M                                                                                                                       |
| <b>Number of Full-Time Staff Provided:</b> | 15                                                                                                                          |
| <b>Service Provided</b>                    | Corridor Feasibility, Traffic and Travel Demand Analysis, Systemwide Branding, Stakeholder Coordination, Community Outreach |
| <b>Scope of Work:</b>                      | Broward County Transit selected WSP to conduct a Transit Systemwide (TSYS) evaluation of corridors in Broward County.       |

## ADVANTAGE PINELLAS | 2050 LONG RANGE TRANSPORTATION PLAN

|                                            |                                                                                                                                                                                              |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Contact Name:</b>                       | Chelsea Favero, Planning Manager                                                                                                                                                             |
| <b>Mailing Address:</b>                    | 310 Court Street, Clearwater, FL 33756                                                                                                                                                       |
| <b>Phone:</b>                              | (727) 464-5644                                                                                                                                                                               |
| <b>Email:</b>                              | cfavero@forwardpinellas.org                                                                                                                                                                  |
| <b>Dates of Service:</b>                   | 2021 - Ongoing                                                                                                                                                                               |
| <b>Contract Amount:</b>                    | \$3M                                                                                                                                                                                         |
| <b>Number of Full-Time Staff Provided:</b> | Full time staff were not required for this project. 15 staff were involved throughout the length of proejct.                                                                                 |
| <b>Service Provided</b>                    | Multimodal Transportation Plan                                                                                                                                                               |
| <b>Scope of Work:</b>                      | WSP is providing professional services in five subareas: multimodal transportation planning, land use and redevelopment, urban design, communications and public involvement, and economics. |



# 3.2 PROJECT APPROACH/ UNDERSTANDING/ INFORMATION

The WSP team envisions approaching this project in four stages: Discover - establish baseline existing conditions and a plan for public and stakeholder engagement; Envision - prepare a technical analysis of needs and establish the community's vision; Strategize - with a thorough understanding of existing conditions and the community's vision for the future, we can now develop recommendations and prioritize projects; and Enact - adopt the plan and begin the move towards implementation. Each of the scope tasks will be aligned with one of these four stages which will be the overarching themes of the study.

## 3.2.1,2,3 OVERVIEW OF THE PROJECT TASKS, RESOURCES & TIMELINE

| Tasks By Stage                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage 1: Discover                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Stage 2: Envision                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Stage 3: Strategize                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Stage 4: Enact                                                                                                                                                                                                                                                                                                                            |
| Key Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Project kick-off</li> <li>• Define scope, schedule and communications.</li> <li>• Collect data and information to define project needs and opportunities.</li> <li>• Develop community and stakeholder engagement plan.</li> </ul>                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Define community vision, goals and objectives.</li> <li>• Initiate community and stakeholder engagement.</li> <li>• Conduct multi-modal system analysis.</li> <li>• Develop full understanding of existing and future transportation needs and challenges.</li> </ul>                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Evaluate multi-modal transportation recommendations.</li> <li>• Evaluate future year solutions.</li> <li>• Validate plan against vision.</li> </ul>                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Seek adoption at local and county levels.</li> <li>• Distribute adopted plan.</li> <li>• Publish the plan.</li> </ul>                                                                                                                                                                            |
| Approach Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Schedule project check-in meetings, Stakeholder meetings, and other board meetings.</li> <li>• Establish project brand, file sharing, and communications protocols.</li> <li>• Identify and collect data, information, and relevant studies and plans.</li> <li>• Generate general findings from data, information, plans, and studies that will guide the project.</li> <li>• Establish project base map and report templates.</li> </ul> | <ul style="list-style-type: none"> <li>• Launch Community and Stakeholder Engagement activities.</li> <li>• Define community vision, goals, and objectives.</li> <li>• Perform analysis of the transportation network.</li> <li>• Conduct a Volume to Capacity (V/C) analysis to understand where future congestion is expected.</li> <li>• Conduct a crash and safety analysis.</li> <li>• Determine appropriate transportation network connectivity.</li> </ul> | <ul style="list-style-type: none"> <li>• Identify constraints in the network across all modes and develop project recommendations to resolve those constraints.</li> <li>• Assess the future year conditions and determine additional recommendations to resolve future year network constraints.</li> <li>• Develop quality and level of service recommendations for use in prioritizing needs.</li> <li>• Develop project recommendations that aim to resolve those constraints.</li> </ul> | <ul style="list-style-type: none"> <li>• Present the plan to the public in key geographic locations across the County.</li> <li>• Distribution of adopted plan to stakeholders.</li> <li>• Prepare files to hand over to Palm Beach County.</li> <li>• Present the plan to the County officials to endorse and adopt the CTMP.</li> </ul> |

| Stage 1: Discover                                                                                                                                                                                                 | Stage 2: Envision                                                                                                                                                                                                                                                                                              | Stage 3: Strategize                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Stage 4: Enact                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Generate general findings from data, information, plans, and studies that will guide the project.</li> <li>• Establish project base map and report templates.</li> </ul> | <ul style="list-style-type: none"> <li>• Define transportation network alignments.</li> <li>• Develop design principles in coordination with community's vision for the County.</li> <li>• Identify opportunities to provide new multi-modal routes and provide additional multi-modal connections.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure safety and multimodal elements are incorporated in the recommendations.</li> <li>• Validate the recommendations against the vision and goals of the CTMP.</li> <li>• Stakeholder consultation to determine which of the project recommendations should be included in the draft plan.</li> <li>• Present the draft plan to the public and the stakeholders to receive their comments.</li> <li>• Make necessary changes in the draft plan based on the comments received.</li> <li>• Finalize the plan.</li> </ul> | <ul style="list-style-type: none"> <li>• Prepare Executive Summary.</li> <li>• Coordinate with the County and local jurisdictions on use of cloud-based portal for future updating of multimodal projects.</li> </ul> |

## TASK 1 Transportation Master Plan Guiding Principles

WSP along with our teaming partners, is dedicated to creating an effective Countywide Transportation Master Plan (CTMP) for Palm Beach County (PBC). Our approach to Task 1 - establishing the guiding principles for the Transportation Master Plan, emphasizes a data-driven methodology that incorporates best practices in transportation planning. Guiding principles and geographical focus areas will be defined in collaboration with key Palm Beach County stakeholders to ensure the plan aligns with countywide transportation and mobility goals, while also being sensitive to the needs of the county's diverse local communities.

Our strategy for Task 1 is centered on four key phases:

### PHASE 1: Stakeholder Engagement and Consensus Building

A foundational step in defining the CTMP guiding principles is engaging a diverse group of stakeholders, as further detailed in Task 2. WSP will lead structured discussions to identify shared priorities, challenges, and opportunities. Our engagement strategies include:

- » Conduct workshops and focus groups throughout the county with local municipalities, county agencies, private sector representatives, and community organizations.

- » Establish and facilitate a stakeholder advisory committee for ongoing input throughout the planning process.
- » Utilize advanced digital platforms for public outreach and data collection to synthesize diverse perspectives.

### PHASE 2: Establish Best Practices and Policy Frameworks

To ensure that PBC's CTMP is aligned with national and international best practices, our team will:

- » Benchmark successful transportation master plans from regions with comparable demographics and land areas.
- » Incorporate industry-leading principles such as Complete Streets, Vision Zero, Smart Mobility and Safe System Approach.
- » Address key policy areas including sustainability, climate resilience, and equitable transportation access.

### PHASE 3: Define Geographical Focus Areas

Based on data analysis and stakeholder input, WSP will identify critical geographical focus areas within Palm Beach County. This process will involve:

- » Analysis of land use patterns and projected growth trends to prioritize areas for investment.
- » Align the focus areas with regional and state

transportation planning frameworks.

- » Extensive mapping of the existing transportation networks in PBC to highlight corridors for integration of industry-leading principles.
- » Evaluation of transportation equity and accessibility to ensure inclusive mobility solutions.

#### PHASE 4: Draft and Finalize Guiding Principles

Building on insights from the prior phases, WSP will develop a draft set of guiding principles that will serve as the foundation for the CTMP. These principles will:

- » Support a regionally connected multimodal transportation system.
- » Promote safe, sustainable, and efficient mobility solutions.
- » Encourage public-private collaboration in transportation planning and implementation.
- » Align with the county's long-term vision and growth strategies.
- » Be refined through stakeholder review and public input before finalization.

With our teaming partners, WSP has proven abilities to ensure that Task 1 will be executed with the highest level of expertise and stakeholder alignment. By establishing clear guiding principles and identifying critical geographical focus areas, we will lay the foundation for a transformative transportation system to address the current and future mobility needs of Palm Beach County.

### TASK 2 Identification, Engagement and Outreach of Stakeholders

WSP will work with the Palm Beach County Project Manager to identify representatives from a selection of various agencies to serve on a Stakeholder Steering Committee (SSC). The SSC will meet three (3) times to provide feedback at key stages of the study. The SSC will function as a high-level body to provide recommendations and feedback to the project team.

Once identified, WSP will contact agency representatives, inform them about the project, and identify points of contact at each agency for their participation in the meetings. The SSC will be

consulted to formulate the project vision, goals, and objectives early in the project.

| Stakeholder                                             | Jurisdiction | Purview             |
|---------------------------------------------------------|--------------|---------------------|
| <b>Palm Beach County</b>                                | County       | County Roads        |
| <b>39 Municipalities</b>                                | Local        | Local Roads         |
| <b>Palm Beach County TPA</b>                            | County       | Multimodal          |
| <b>FDOT District 4</b>                                  | State        | State Roads         |
| <b>Florida Turnpike Enterprise</b>                      | State        | Florida Turnpike    |
| <b>SFRTA</b>                                            | Regional     | Commuter Rail       |
| <b>Brightline</b>                                       | Private      | Regional Rail       |
| <b>FEC</b>                                              | Private      | Freight Rail        |
| <b>CSX</b>                                              | Private      | Freight Rail        |
| <b>Treasure Coast Regional Planning Council (TCRPC)</b> | Regional     | Land Use & Planning |
| <b>Palm Beach County School District</b>                | Schools      |                     |
| <b>Port of Palm Beach</b>                               | County       | Maritime            |
| <b>PBC Department of Airports</b>                       |              |                     |
| <b>PalmTran</b>                                         | County       | Transit             |
| <b>Special Districts</b>                                |              |                     |

## TASK 3 Public Involvement

Innovative and extensive Public Participation is an essential part of CTMP development. Though our Public Participation process local voices will identify what's good about the existing transportation system and talk us through where they want the transportation system to head.

Palm Beach County's dynamic future growth makes these conversations vitally important. By identifying these transportation needs now using a thoughtful and thorough Public Participation process, Palm Beach County can work toward an innovative future transportation network that accommodates future growth and meets resident needs now and into the future.

Targeted sentiment analysis and messaging engaging as many residents and stakeholders as possible is vital to WSP's public engagement strategy. WSP's public participation team will deploy local experts and innovative technology to identify community and stakeholder interests and concerns. This input will be used to start community conversations at the public meetings. The input will also be the starting point for developing CTMP goals, objectives, policies and performance measures.

Organizing a Steering Committee with diverse stakeholder representation will help guide the public outreach and CTMP development process. Meeting every other month they will provide input on outreach activities, development of the goals, objectives and policies, study findings, and draft project prioritization and recommendations. Engaging stakeholders through the steering committee will ensure that stakeholders who implement the CTMP recommendations also have input to the process. They are also a valuable additional set of eyes to vet the goals, objectives, and policies before they get presented to the community and County Commission.

Concurrently with developing a steering committee, eight countywide outreach meetings will be launched. WSP suggests organizing one outreach meeting in each of the seven county commission districts to get a comprehensive look at the interests and issues important in each County Commission District. The eighth meeting will be a countywide meeting focusing on region-wide issues. All meetings will be hybrid – both virtual and in person, to maximize opportunities for public engagement.

### Virtual Engagement | U2C Autonomous Vehicle Transit-Oriented Development Pilot Study (WSP)

For the Jacksonville Transportation Authority (JTA), WSP integrated state-of-the-art advanced visualization services for the U2C Autonomous Vehicle Transit-Oriented Development Pilot Study to engage and educate the public on the benefits and potential for TOD throughout the U2C network. The technology incorporated elected officials, key stakeholders and JTA leadership into the virtual TOD world to tell the story of U2C TOD.



JTA CEO within the program (left) and City Manager taking part (right).



Virtual Open House

The role of the Steering Committee in developing goals, objectives, and policies is especially important. Keeping the inputs from the first 8 outreach meetings and the initial data analysis in mind, they will have a Strengths, Opportunities, Aspirations, and Results (SOAR) Analysis workshop. The Steering Committee will divide into groups to brainstorm on each aspect of the SOAR analysis, regrouping back to report their thoughts and come to a consensus list. The results of the SOAR analysis will be used to form the Goals, Objectives, and Policies guiding the planning and prioritization of projects.

WSP has brought together an all-star team to manage this outreach process.

**QUEST USA** Amy Lee Diel of Quest USA will lead public participation and development of the Public Information Plan. Quest's plan will lay out a systematic approach, as outlined below, to maximize available resources and coordinate with project stakeholders and the Palm Beach community.

- » **Partner with Stakeholders:** Transportation is a team sport and there is a need to team with partner agencies, businesses, economic identify all stakeholders.
- » **Execute a Strategic Public Involvement Plan:** Building a framework to develop public awareness is critical. We will successfully deploy the following potential tactics:
- » **Events:** One-on-one stakeholder meetings, speaking before civic/business groups, public meetings, and "piggy-backing" existing events to share our message.
- » **Eight Outreach Events:** Eight engaging public participation events to help identify existing and future community concerns.
- » **Web Site:** The project website will be a central location for all information about the project.
- » **Marketing Collateral:** Brochures, newsletters, facts sheets, presentations, videos, animations.
- » **Innovative Technology:** Web-based workshops, providing access via PC, tablets, and smart phones.
- » **Partnering:** Recruiting partners, such as the business community, to spread project awareness.

Quest designers create eye catching marketing collaterals, and have worked extensively with Palm

Beach County stakeholders, media outlets, and event locations.

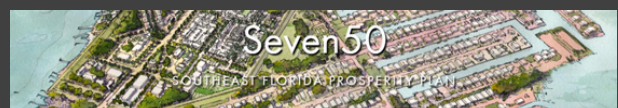
**GOOGLE** WSP has partnered with Google to bring technology to the public involvement process. Google will apply analytics (known as natural language processing) to their data sources to paint a fine grained portrait about how Palm Beach County views the existing transportation system and future transportation needs. This process is known as a sentiment analysis. Using its metadata and the power of its analytics; our team will create a Sentiment Analysis to paint a fine-grained portrait of the issues important to Palm Beach County residents. Reviewing the Sentiment Analysis with the community at the eight initial public outreach meetings will provide a common starting point in understanding of issues and opinions of Palm Beach County residents. The Sentiment Analysis will be augmented by a short online survey, which can be located on the project website and distributed by social media postings. Steering Committee members will help develop and test the interactive survey questions and will help to distribute the interactive survey via their respective mailing lists and social media channels.

**Through the Seven50 process,** Dover Kohl became familiar with the issues facing the region and Palm Beach County.

The plan works to encourage socially inclusive communities, a vibrant and robust economy, and careful stewardship of the fragile Southeast Florida ecosystem as it quickly becomes one of the world's most important mega-regions.

Dover, Kohl & Partners led a multidisciplinary consultant team to create the plan, mapping a strategy for the best possible quality of life for the over six million residents in Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie and Indian River counties.

Seven50 included an extensive public process using both interactive online forums and hands-on live events. Overall, the process reached over a million different people in a region of six million.



**DOVER KOHL** The creative minds on Dover Kohl's South Florida based team are nationally known for facilitating engaging local and regional planning processes. They are thought leaders on public space making and human scale street design. At the eight initial public meetings they will guide participants through the goals of the study, interactively present the live, electronic community engagement survey results, and facilitate discussion groups to get input on community transportation needs.

**DDEC** Palm Beach County based DDEC will be our strategic advisor guiding the CTMP Public Information Plan, engaging with community leaders and residents throughout the public involvement process. They are a traffic and transportation engineering firm with a passion for mobility and comprehensive knowledge of the existing and current proposed future Palm Beach County transportation network.

**GOAL ASSOCIATES** A Palm Beach County certified specific term; Goal Associates' public outreach specialists will bring their expertise to supporting the WSP team at public outreach events. Specialists in outreach for transportation projects, they are well versed in supporting community outreach events.

## TASK 4 Assessment of Existing Data Sources

### Data Collection and Assessment

The heart of the plan consists of the compilation and analysis of transportation, land use and development issues for Palm Beach County, along with the broad understanding of the county's challenges and opportunities. The analysis begins with an assessment of the current performance of the transportation system, including level of service (LOS), safety, deficiencies, freight network, transit operations, and other multimodal system elements.

### Study Overview

To develop a meaningful and thoughtful project understanding, WSP will review relevant studies, plans, and other documents that are informing transportation and mobility priorities for Palm Beach County. The extended review will include available historical and current mobility data from the County, all municipalities within the County,

and the TPA. Other data to be mined during this task includes historical and currently available vehicular data along the County's expressways and unincorporated roads. This includes traffic count data taken within the last two years.

WSP will synthesize and summarize all the pertinent studies, policies, plans. This information will be crucial for capturing the context for the CTMP.

### Land Use

Linking transportation and land use planning is crucial for creating sustainable, efficient, and livable communities. The WSP team will incorporate future land use plans developed by Palm Beach County and its municipalities, to inform the CTMP. Obtaining this information will help to shape decisions that can reduce traffic congestion, improve access to public transportation, enhance the quality of life of Palm Beach County residents.

The data collection effort will take multiple planning efforts into consideration, including the following:

- » County and City Capital Improvement Plans
- » Transportation Improvement Program
- » Palm Beach TPA's Long Range Transportation Plan
- » The PalmTran Transit Development Plan
- » Mobility and accessibility plans
- » Bicycle, pedestrian & micromobility plans
- » Regional projects that link Palm Beach to Martin, Broward, Glades and Hendry Counties
- » The Transportation Element of the Palm Beach County Comprehensive Master Plan Transportation Element
- » Future Land Use Maps

Deliverable:

- » Draft literature review memo
- » Final literature review memo

## TASK 5 Existing Roadway Conditions

Since 2014 WSP has been involved with the Arterial Management Program in District 4. Several arterial corridors in Palm Beach County are included in this program. This means that FDOT has ITS devices, such as CCTV camera, Microwave Vehicle Detection Systems, and BlueTOAD units along corridors to be considered

in this transportation master plan. Data coming from these ITS devices in combination with the knowledge from traffic operators located at the Palm Beach Traffic Monitoring Center, could be used to improve the assessment of existing roadway conditions.

Our team proposes to use the yearly updated LOS maps put together by FDOT District 4 to identify current backlogged roadway facilities within the State Highway System in Palm Beach County. For lower tier arterials we could use a similar approach to the one used for the systemwide LOS evaluation for Miami-Dade County, in which our team determines LOS based on a V/C ratio calculation. Volumes were taken from the FDOT GIS database provided by the Transportation Data and Analytics Office and capacity from the base SERPM model. It is important to mention that WSP has been leading a recent update to those roadway capacity calculations as part of the development of SERPM9.

The summary of miles and percentage of streets maintained by the County, each City and FDOT will be calculated from a spatial GIS analysis using shapefiles from Palm Beach County and FDOT.

Tracking information of cross-jurisdictional travel and distance traveled will be calculated using information from the latest version of the SERPM model and complemented with big data from resources like Replica. Replica's weekly mobility data provides near real time insight into mobility patterns for each census tract within Palm Beach County. Such dataset contains information about trip origin-destination volumes for trips stating in a selected geographic area, for a selected time period.

## **TASK 6 Data Collection and Transportation Capacity Analysis**

The WSP Team will collect and assess data to determine the capacity and constraints of the Palm Beach County transportation network. The team understands that mobility considerations in the county are often unique, and not simply limited to automotive, pedestrian, and transit modes. Instead, the CTMP data collection and capacity analysis that the WSP team will prepare will also look beyond to alternative modes that include golf carts, equestrian trails, in addition to roadways, sidewalks, travel lanes, and transit routes and service.

The WSP approach to the Palm Beach County transportation capacity analysis will entail evaluating and planning for various modes of transportation to ensure efficient, safe, and sustainable movement of people and goods.

The WSP team will initiate the transportation capacity analysis phase thorough an assessment of the existing network – roadway, sidewalk, bike paths/ greenways, and transit. The study team also seek to identify an assessment of alternative mobility types such as equestrian and golf cart transportation, in recognition of Palm Beach County's unique and diverse transportation and mobility modes. These will be consolidated with recommendations identified in the studies reviewed in Task 4, which will form the basis of a further evaluation.

For the System Assessment, both qualitative and quantitative strategies will be used to understand the County's transportation system operations now and in the future.

Transportation data obtained for this study will be used to analyze traffic volumes, volume to capacity (v/c) ratios, trip origin and destination patterns, non-motorized and transit mobility, and other relevant data for current, interim, and horizon year analysis.

The WSP team is a Replica license holder, which will be used to supplement the results of the modeling conducted in Task 7, and improve our understanding not only of the trips, but also of the trip takers. Replica contains an expansive set of transportation and economic data such as commute patterns, bicycle and pedestrian traffic, network link volumes and one-click select link analyses, freight origins, and destinations, retail spending, work- from- home trends and so forth.

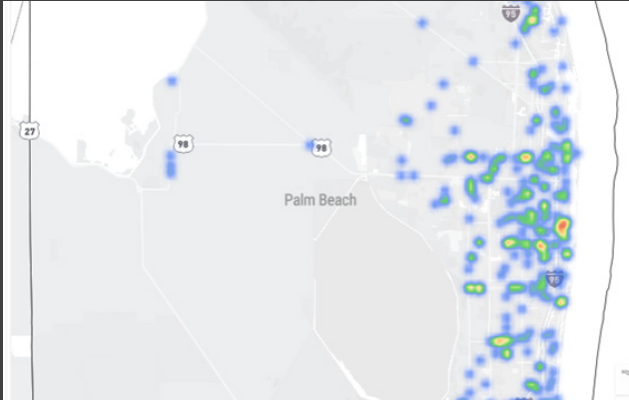
**Palm Beach County's access to Replica data will come at no additional cost to the project.**

Our approach proposes performing crash analysis to identify locations with high crash patterns related to all modes of transportation. We will obtain crash data for the identified locations from Signal 4, the Florida traffic safety database for the most recent years and identify historical crash hotspots for Palm Beach County to document crash/safety concerns, and prepare a summary identifying critical crash rates, crash patterns, and potential safety issues. We will identify potential safety countermeasures to address crash patterns identified by the analysis.

A comprehensive transportation master plan looks beyond the movement of people and considers

the movement of goods as well. Freight plays a significant role in Palm Beach County's economy- the Port of Palm Beach processes \$15 billion in commodities annually and is the fourth busiest container port in the state. With limited real estate at the port, the Port of Palm Beach is interested in the development of inland intermodal logistics centers to accommodate growing demand.

#### Signal 4 Data Identifying Fatalities and Serious Injuries at Palm Beach County Intersections



Providing safe, efficient access between cargo facilities will have a net economic benefit to the County. Thus, data collection and a capacity analysis of the freight network in Palm Beach County will document the current condition of, and the demands and challenges faced by the freight network.

Specific freight capacity analysis tasks will include:

- » Data Collection and Integration: Gather available data on freight flows, including volume and mode of transportation.
- » Freight Demand Forecasting: Project future freight demand based on economic trends, population growth, and industry developments.
- » Infrastructure Assessment: Evaluate the current state of transportation infrastructure, including highways, railways, ports, and airports. Identify bottlenecks and areas needing improvement to support efficient freight movement.
- » Intermodal Connectivity: Analyze the connectivity between different modes of transportation (e.g., truck to rail, port to highway) to ensure seamless freight movement across the network.

## TASK 7 Projection of Future Growth and Transportation Demand

The WSP team has extensive experience forecasting travel demand in the Southeast Florida region, as well as derived measures of performance such as VMT, vehicle hours of delay (VHD), and transit ridership, among many others. WSP developed SERPM9 and we are deeply familiar with the regional model system and the employment, land use, and population projections that are the basis for the 2050 LRTP and RTP. We propose to approach the task of projecting future growth and transportation demand in Palm Beach County leveraging our expertise with SERPM9 and understanding of other relevant data sources, as follows:

- » Our team will update the population and employment growth projections to be consistent with the long-range planning horizon selected for the CTMP. The most recent projections from the University of Florida's Bureau of Economic and Business Research will inform the population and housing projections. Released in November 2024, these estimates reflect incorporate trends for the previous four decennial censuses and are more up-to-date than the projections developed for the 2050 LRTP. Employment projections will be adjusted based on labor force projections.
- » Worker flow data from the Census Bureau's Longitudinal Employment-Household Dynamics dataset and growth projections from Martin and Palm Beach Counties will be used to assess future travel movements between these two counties. As SERPM covers the Tri-County region, travel demand to and from Broward and Miami-Dade is readily available from the model.
- » We will develop performance measures that will help identify projects and land use changes that support the goals and objectives of the CTMP, as well as support the Corridor and Subarea analysis proposed in Task 10. The Cost Feasible list of transportation projects adopted with the 2050 LRTP will be our starting point for assessing future demand and needs.
- » In addition to SERPM9, we propose to use the Equity Dashboard, a tool developed by WSP which displays comparative transportation outcomes and accessibility metrics for a wide

range of population cohorts. This tool interfaces with models like SERPM to leverage the detailed information available in the model data. Displaying the model data in a visually attractive and informative way, the tool helps identify projects that improve mobility and for whom. The tool is highly customizable to serve the objectives of the CTMP.

## **TASK 8 Develop Recommended Goals, Objectives and Policies**

The WSP Team possesses exceptional capabilities in developing goal, objectives, and policies for all types of transportation planning projects. Developing feasible goals, objectives, and policies is built upon requires careful stakeholder identification, extensive public involvement, thorough data collection and analysis (including roadway and LOS analysis, transit mode and locations); and travel demand forecasting. Each of these components is an equally valuable step in the CTMP development process.

WSP is well versed in this process, having developed the Miami-Dade Transportation Planning Organization's 2050 Performance section of the Long-Range Transportation Plan which recommended its Goals, Objectives, Measures, and Targets. WSP also has a long history of preparing Transit Development Plans for both DTPW and Broward County Transit. WSP was also played a key role in The Stitch in Atlanta. The Stitch aims to rebuild downtown Atlanta, restore the vibrancy of Downtown, and address Atlanta's challenge of affordable housing. This project demonstrates WSP's experience bringing multiple stakeholders together and building consensus community consensus. It's success showcases how WSP can combine local knowledge with national best practices to create positive community outcomes.

Based on this experience, it is imperative that the goals, objective, and policies developed in the CTPW are ready for integration and adoption into municipal and Palm Beach County plans so that they can move forward to implementation. The WSP team will vet the proposed Goals, Objectives, and Policies to make sure that they:

- » work within the Federal, State, and local transportation planning framework.
- » reflect community input and consensus gained through the public involvement process.

- » incorporate state of the art transportation technologies; and
- » ensure that future transportation system meets the needs of the community and maintains its quality of life now and into the future

The resulting Goals, Objectives and Policies will provide a clear vision for the transportation system and a guide for future transportation investments and policies.

The ground up, inclusive data driven process for developing Goals, Objectives, and Policies will include:

- » Identifying past and future key demographics and drivers of change affecting Palm Beach County for each of the seven Palm Beach County Commission districts and Countywide.
- » Summarizing and analyzing relevant reports, plans, and studies.
- » Reviewing and accommodating regulatory guidance and Federal performance measures.
- » Identifying Goals and Objectives and Policies, based on the data identified above, public input, and Steering Committee input gathered through a Strengths, Opportunities, Aspirations, and Results (SOAR) Analysis.

The result will be strong goals, objectives and policies which can be built upon in the next phases of the CTMP - Design Principles (Task 9), Corridor and Subarea Analysis (Task 10), Recommended Quality and Level of Service Standards and Performance Measures (Task 11) , and Prioritization of Projects (Task 12).

## TASK 9 Develop Recommended Design Principles

Design principles are the way the public will experience this master plan. By setting design principles in this plan, we can set the goals, expectations, and design guidance for all parties building our transportation network in Palm Beach. As the County is growing rapidly, private development, city, state, and county forces are working in parallel to improve the network and enhance mobility for residents and visitors. To meet the project goals of promoting mobility and safety, this master plan will develop best practices to create safe, livable streets. Our team for this task includes urban designers/planners, multimodal planners and complete streets engineers. Through our vast experience within all phases of transportation projects- master plans, corridor planning, transit-oriented plans, and safety/mobility planning, our work often includes working with the development community to find creative methods for enhancing project economics to generate a project that is both feasible to the developer and meets the planning goals of the public agency. This task will work springboard off the performed market analysis to understand the pace of infill development in downtown West Palm Beach, conduct interviews with developers/agencies to get “real-world” view on what has been (and could be) constructed in transit-oriented zones. TOD overlay zones make sure developers would voluntarily include stated community benefits in exchange for a density bonus that would allow for more development on their sites.

In a WSP project in Charlotte, NC, the exchange rates between the community benefits desired and the density bonuses, our team worked directly with members of the development community and tested the feasibility of new development to identify the conditions under which developers would opt-in to the voluntary program. To date, the program has generated more than \$15 million in affordable housing trust revenues. These approaches proved beneficial to the projects’ success, and Palm Beach County could consider similar approaches for the transportation plan.

Investments in transportation infrastructure improvements signal to the development community that the county is investing in areas for new development, which leads to speculators buying properties and driving up land values. As higher-income households who want to live, work,

and play in a walkable and transit-served locations, the demand for new retail and commercial development will follow, driving up land values even more. Properties within a half-mile radius of new high-capacity transit stations are anticipated to see the most substantial value increases and expanding out along connecting routes. Planning will play a critical role in shaping transit-oriented development (TOD) policies and optimizing land-use density to support sustainable growth along transportation corridors.

Through a comprehensive and integrated process, we recommend developing a set of goals that comprehensively and broadly define the merits of this modal and land use investment. The goals should range from transportation benefits, economic vitality, environmental sustainability, and consistency with local plans. By doing this, Palm Beach County can reach a broader range of support and buy-in. Understanding of the technical, social, and political climate and challenges, the WSP recognizes project success goes well beyond the technical results and must involve the interplay with broad social acceptance and political will. Managing risks early by identifying and dealing with challenges before they happen allows potential risks to be addressed promptly. Regulatory and jurisdictional challenges with FDOT and municipalities should be proactively managed to align goals and facilitate project implementation.

This master plan will identify and address these challenges to allow support policies which align with the goals of creating a safe, multimodal network while increasing livability and mobility. Included here are the **key challenges and solutions for designing the street network of tomorrow.**

**1. Who owns the road?** Within the county, we have roads owned and maintained by a variety of stakeholders - 39 cities, FDOT, and Palm Beach County. As each jurisdiction has its own design guidance, it creates inconsistencies for practitioners and confusion with public on what to expect. By creating, adopting, and codifying County design guidelines, a consistent expectation is met for practitioners across the county. Cities can also adopt these guidelines and county staff can more easily communicate this expectation to FDOT.

**2. Defining the design process.** In addition to having guidelines, it’s imperative to define the process of how to utilize the design guidelines and within what specific types of projects. By

defining the opportunities for improvements- private development, resurfacing projects, capital projects, traffic calming projects, and more- the County is able to achieve broader implementation of this plan.

**3. Achieving Resilience.** Perspective on resilience should be embedded in each design phase, considering the conditions that are likely to be in place over the coming decades and ensuring that any capital investment effectively considers those conditions to ensure the viability of system users. A listing of such considerations and potential responses includes increased heat (tree canopy, shade structures and/or water stations for bicyclists and pedestrians), higher water table (stormwater system improvements, including pumping stations, and improved pavement design), precipitation change (similar to water table), sea level rise (repositioning of equipment, elevating roadways) and storm surge (green/gray infrastructure to protect assets and improve the environment). Assessments can/should include a cost-effectiveness measure to ensure investments are appropriately targeted.

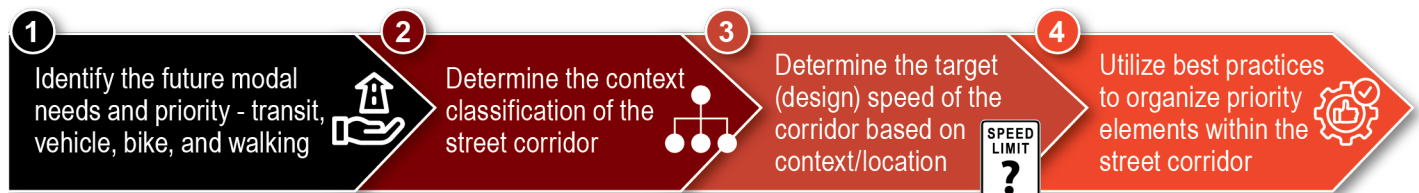
**4. Utility lines.** Roadway corridors are also utilized for utility infrastructure and often times discussed to limit our ability to create our preferred mobility configuration. This plan can review the best practices in identifying preferred locations for each utility type within the street typical section to allow for the best outcomes. One example is placing overhead power lines at the

back of the right-of-way above the sidewalks to allow trees to be planted between sidewalks/paths and vehicles lanes.

**5. Achieving consistent tree canopy.** As we now understand the vast livability contributions of trees, working to integrate trees into every street design project is a priority. The conflicts typically reside around utilities, space, and tree canopies conflicting with street lighting. By providing spacing, location, and tree parameters in each of our design typicals, tree standards will provide design guidance to increase our tree canopy goals and provide a more livable, and cooler, street network.

**6. Safety OR operations - how do we design for both?** With over 1,000 killed in traffic crashes in the last five years in Palm Beach County, creating a zero-fatality network is daunting but necessary to achieve the mutual goals of safety and livability, creating a balance of safety and traffic operations. This commitment allows the opportunity for a paradigm shift of balancing safety and traffic operations. By not just measuring our network outcomes on “level of service” but understanding the value of the context created when severe conflicts are removed, speeds are managed, conflicts are managed in time through signalization, and infrastructure improves attentiveness and awareness for all those traveling the network. We don’t have to choose one or the other, as both can be accomplished to achieve our countywide goals.

## SAFE MULTIMODAL DESIGN PROCESS:



Typical Sections of design: Best practices for designing safe streets that serve our growing cities include design guidelines on where to allocate space within our corridors to accommodate mobility and safety. To simplify collaboration, the following sections will be explored for the master plan to include best practices for allocated space for priority modes within each section to meet the context and character of the surrounding areas.

- » Large arterial (6 lanes) – URBAN
- » Large arterial (6 lanes) – SUBURBAN
- » Arterial/Collector (4 lanes) – URBAN
- » Arterial/Collector (4 lanes) – SUBURBAN
- » Local Streets (2 lanes) – URBAN
- » Local Streets (2 lanes) – RESIDENTIAL

All streets will be identified by context, then speed parameters and mobility priorities will be provided to create a matrix of opportunities to meet our goals for each street in county.

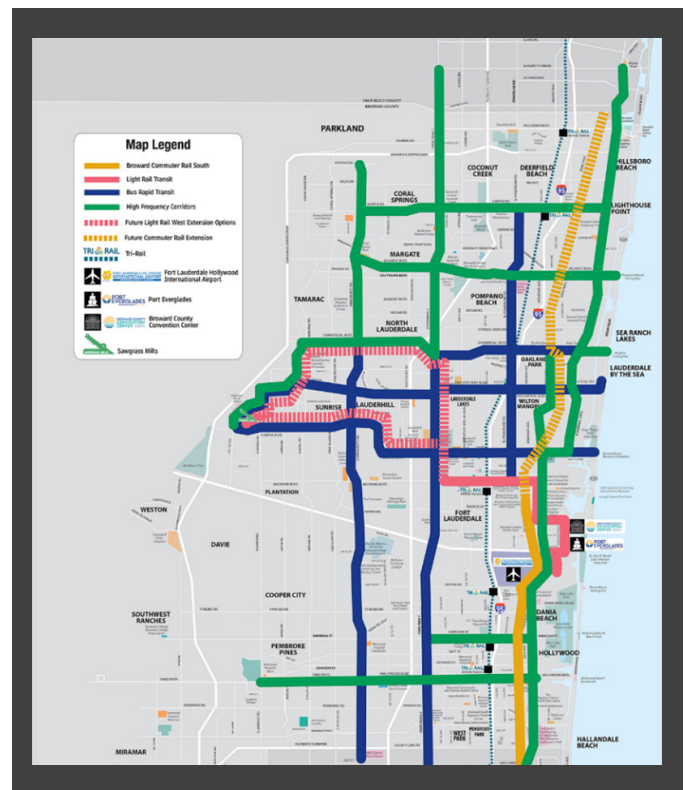
Below is one example of potential multimodal mobility and safety improvements that could be integrated into Belvedere Road, east of I-95 and west of SR 809. The enhancements would be the result of applying the Safe Streets Design Process discussed above.

| Belvedere Road, East of Interstate 95: C4   Posted Speed 30 MPH   AADT- 29,000 to 38,000   4 lanes |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | <b>80' Public ROW: Mobility Improvements</b> <ul style="list-style-type: none"> <li>» Spot Medians with Trees between driveways (10' wide)</li> <li>» 5' Tree well (with lighting) OR Transit Shelter both sides</li> <li>» Widen to 7' Sidewalks</li> </ul> | <b>80' Public ROW: Safety Improvements</b> <ul style="list-style-type: none"> <li>» Raised Intersections</li> <li>» Raised Crosswalks</li> <li>» LED Lighting both sides</li> <li>» Bus Stop Lighting</li> <li>» Street Trees both sides</li> <li>» In lane Speed markings</li> <li>» Coordinated s</li> <li>» Narrow Lanes</li> <li>» Raised Intersections</li> </ul> |
|                                                                                                    |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                        |
| Belvedere Road, west of SR 809/Military Trail: C3   Posted Speed 30 MPH   AADT- 25,000   4 lanes   |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                        |
|                   | <b>100' Public ROW: Mobility Improvements</b> <ul style="list-style-type: none"> <li>» 8' Tree well (with lighting) OR Transit Shelter both sides</li> <li>» 12' Shared-Use Path (both sides)</li> </ul>                                                     | <b>100' Public ROW: Safety Improvements</b> <ul style="list-style-type: none"> <li>» Protected Intersections</li> <li>» Raised Signalized Crosswalks</li> <li>» LED Lighting both sides</li> <li>» Bus Stop Shelters/ Lighting</li> <li>» Street Trees both sides</li> <li>» In lane Speed markings</li> <li>» Speed Feedback Signs</li> </ul>                         |
|                                                                                                    |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                        |

## TASK 10 Corridor and Subarea Analysis

WSP's approach to corridor and subarea analysis starts with an analysis of existing conditions, looking at the existing policies, plans and projects adopted in Palm Beach County. Next, through a comprehensive public involvement and stakeholder outreach process we will identify community and stakeholder priorities and issues related to the Palm Beach County transportation system. With this input in mind, WSP will organize the input into seven planning areas. We will also integrate existing Transportation Planning Agency priorities and the 561 Plan into this analysis. Through the data review and analysis in the following tasks, WSP will evaluate which transportation projects will best serve these planning areas in the future.

WSP recently assisted Broward County Transit (BCT) with the development of the Premium Mobility Plan, or PREMO Plan, to define a program of implementable premium transit projects. PREMO incorporates the goals of the Penny for Transportation Surtax Program. This program, referred to as the Broward Mobility advancement program (MAP Broward), provides funding support for improving transit service, enhancing multimodal options, and ensuring economic development and benefits. In 2023, the Broward County Commission passed a motion to approve the PREMO Plan.



The PREMO Plan identifies a recommended network of major transit projects for implementation throughout Broward County. The plan includes:

- » Over 200 miles of new premium service to include:
  - Commuter Rail
  - Light Rail
  - BRT

- High Frequency Bus

- » Connections between the major activity centers and communities in Broward County
- » Enhanced economic development potential

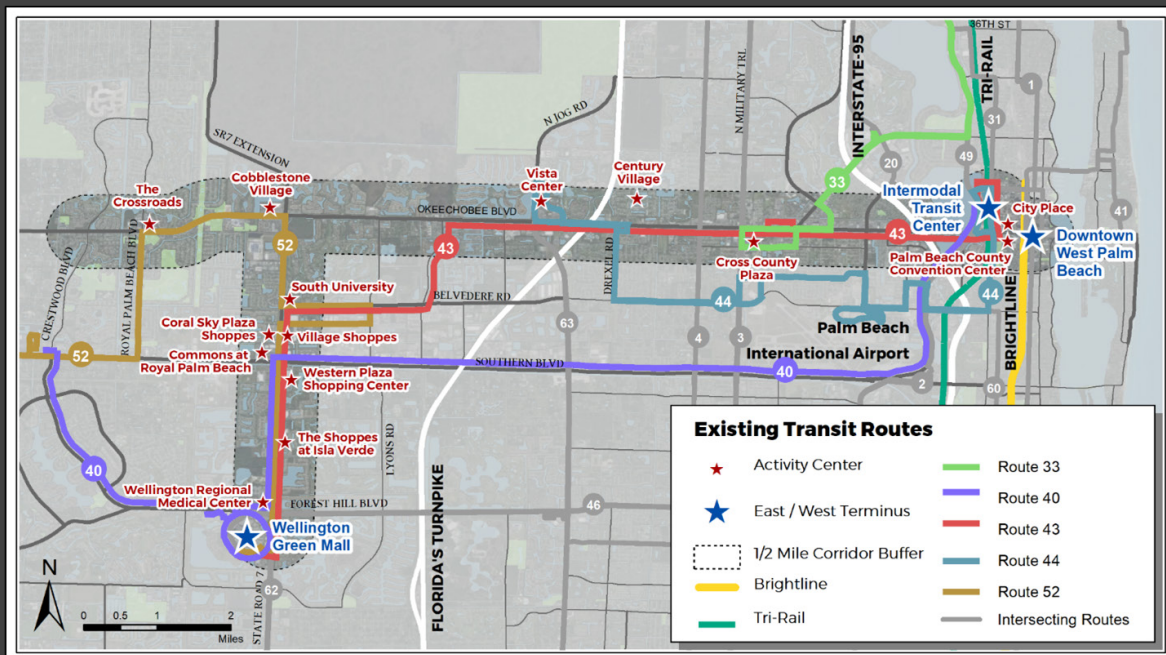
PREMO closely followed FTA Capital Investment Grant (CIG) guidelines, while coordinating closely with FDOT, the Broward County Public Works Department, municipal partners, and other stakeholders. WSP worked closely with BCT staff to define the corridors, develop goals & objectives, screen the corridors based on various criteria, such as demographics, transit demand, equity considerations, and others. As a part of the PREMO Plan, WSP is currently assisting BCT in performing Oakland Park Boulevard Bus Rapid Transit Corridor Study and Broward Commuter Rail South Capital Investment Grant Application.

WSP also assisted Palm Tran in performing the Okeechobee Boulevard Transit Corridor Study to evaluate and identify premium transit improvements along SR 704/Okeechobee Boulevard and US 441/SR7 to improve connectivity and operational capacity. Transit ridership forecasting for the various alternatives was performed using SERPM 8. Projected changes in transit travel time, route-level, and corridor-wide changes in ridership across the alternatives on the primary and the intersecting routes were evaluated.

For the City of Coral Gables, WSP performed a complete streets design, for Biltmore Way from Anderson Road to Le Juene Road, which includes multimodal transportation needs emphasizing non-automobile modes. Design concepts and complete streets solution were developed to include aesthetics, sustainability, and enhanced livability of the Biltmore Way Corridor. WSP team performed preliminary conceptual design development, community visioning workshops, traffic/parking data collection and analysis and final conceptual plans.

WSP assisted Palm Tran in evaluating possible expansion of available Transport network companies (TNC) options, determining zones for TNC implementation and help existing and potential riders make these TNC connections to and from transit stops more quickly and safely. First-mile-last-mile (FMLM) connectivity expands the reach of transit from areas adjacent to stops. Transit agencies have initiated partnerships with State Departments of Transportation (DOTs), local municipalities, and private transportation companies to connect riders to and from transit stops and, at times, to complete the trip without the use of fixed-route transit when that is more practical.

WSP identified, analyzed, and developed several potential Mobility on Demand (MOD) zones to help Palm Tran achieve its vision for future



Okeechobee Boulevard Corridor Study

## WSP's National BRT Experience



mobility. WSP refined the MOD zones based on socio-demographic analysis, route productivity, development patterns, and activity centers to assess the feasibility of replacing select fixed route routes with MOD service. WSP then conducted a Title VI Equity Analysis to ensure that the elimination of routes would not result in a disparate impact or disproportionate burden on minority and low-income populations. Based on the results of the Equity Analysis, WSP recommended adjustments to TNC zone boundaries to better serve minority and low-income populations.

WSP is an international leader in BRT system development, having managed the planning, design and/or construction management of over 40 BRT systems in the U.S., and over 60 in the world. WSP team members also bring extensive experience in developing and implementing BRT services ranging from arterial applications (IndyGo in Indianapolis, LA Metro Rapid, Denver Metro Ride, San Francisco Municipal Transportation Agency (SFMTA) Rapids, OCTA Harbor Bravo!, San Antonio VIA Primo, Phoenix LINK), freeway (San Diego I-15, Denver US 36), and exclusive ROW (LA Orange Line), as well as developing strategic BRT plans (Vancouver TransLink, Detroit SpeedLink). Within Florida, our Team has lead BRT design concepts in Miami-Dade, Broward County, and has developed BRT system plans for Jacksonville Transportation Authority's First Coast Flyer, LYNX's LYMMO, and HART's Florida Avenue BRT.

## TASK 11 Develop recommended Quality and Level of Service Standards and Performance measures

WSP brings extensive experience in developing and applying Quality of Service (QOS) and Level of Service (LOS) standards across multimodal transportation projects. Our team is well-versed in utilizing the FDOT Multimodal Quality/Level of Service (QLOS) Handbook, ensuring that industry best practices and state guidelines are consistently integrated into planning efforts. Notably, Md Sakoat Hossan, who is leading this task, served as the Consultant Project Manager for Arterials when the 2023 FDOT Multimodal QLOS Handbook was developed.

WSP will develop QOS and LOS standards to provide a uniform methodology for assessing capacity and future transportation needs. These standards will align with existing mobility plans and ensure consistency across jurisdictions. Our team regularly applies FDOT QLOS standards in projects such as Oakland Park Blvd BRT Corridor Study, North Corridor Rapid Transit Corridor PD&E Study, Flagler Street SMART Demonstration Project, Broward Safety Action Plan, SR A1A Multimodal Study, SR 405 Corridor Study, SR 426 Coalition, Las Olas Blvd Design Services, as well as in numerous Traffic Impact Analyses (TIAs). In these studies, a planning-level capacity/LOS analysis was performed following the methodology provided in the 2023 FDOT Multimodal Q/Level of Service Handbook. The study corridor was divided into homogeneous roadway segments for this analysis based on the roadway cross section configuration,

existing context-based classification, and traffic volumes. The generalized service volumes obtained from the Multimodal Q/Level of Service Handbook were adjusted using adjustment factors to consider the specific geometric characteristics of each roadway segment. The estimated 2023 AADT was compared with the adjusted AADT threshold to determine the LOS for each segment. In addition, our team also performed segment-level multimodal analysis (e.g., Pedestrian Level of Traffic Stress, Bike Level of Traffic Stress) for the multimodal projects.

Building on our expertise in QOS and LOS analysis, WSP will establish performance measures to assess system efficiency, monitor progress, and guide future transportation investments as part of the Countywide Transportation Master Plan (CTMP). These measures will ensure consistency with regional mobility plans and provide a structured approach to evaluating roadway capacity, operational performance, and infrastructure needs. By leveraging methodologies outlined in the 2023 FDOT Multimodal QLOS Handbook, WSP will support data-driven decision-making, helping jurisdictions prioritize improvements and optimize long-term transportation planning within the CTMP framework.

With WSP's deep expertise in QOS and LOS methodologies and a proven track record of applying FDOT QLOS Handbook standards, our team is well-equipped to deliver practical and effective recommendations under this task.

## TASK 12 Prioritization of Projects

The CTMP culminates with the prioritization of projects. The first step in project prioritization is development of 2055 planning scenarios. Each scenario meets community needs and priorities in slightly different ways, with unique bundles of projects and funding levels. These scenarios are based on data gathered and stakeholder and community input.

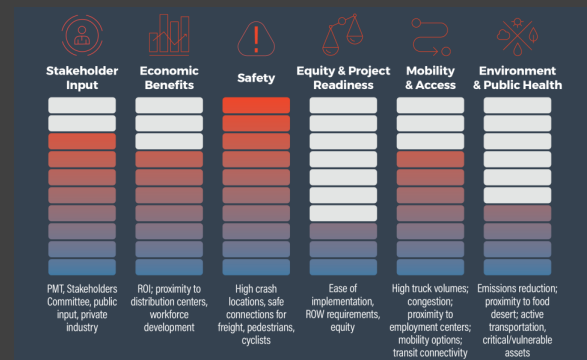
The first step is developing high level cost estimates. WSP cost estimators continuously monitor regional, state, and nationwide costing trends for transportation projects. We supplement this data with local information to accurately forecast capital and operating costs on projects,

using FTA and FHWA approved cost build-up approaches and standard cost categories to prepare capital costs estimates. This proves invaluable when performing cost-benefit analyses to secure public funds. We have successfully completed costing efforts for SFRTA's MR-MICCI project (capital and O&M) and South Florida Rail Corridor Operating and Maintenance of Way services.

Once costed, the scenarios will be tested using travel demand forecasting or and excel based model to see which best meets recommended CTMP goals, objectives, policies and performance measures.

The figure below illustrates an example Excel-based project prioritization framework that can be used for analyzing scenarios. This will be developed in coordination with the project stakeholders and tailored to Palm Beach County priorities. Once the scenarios and performance measures are finalized, the WSP team will populate an Excel-based project prioritization worksheet with performance metrics and calculate the composite scores. Data for each scenario will be collected during the existing and future condition needs assessment. WSP will score, rank, and prioritize scenarios in order to develop a fiscally constrained plan.

**WSP's Approach to Project Scoring and Prioritization Process:** Establishing a comprehensive prioritization framework will ensure public and stakeholder input on key project considerations are identified and addressed.



Both the model and excel based methods will ensure that public and stakeholder input on key project considerations is identified and addressed.

The scenario that performs best will guide the prioritization of CTMP projects. The result will be an innovative and exciting transportation system which takes Palm Beach County to the next level and best realizes the aspirations of a world class transportation system for Palm Beach County.

## TASK 13 Project Deliverables

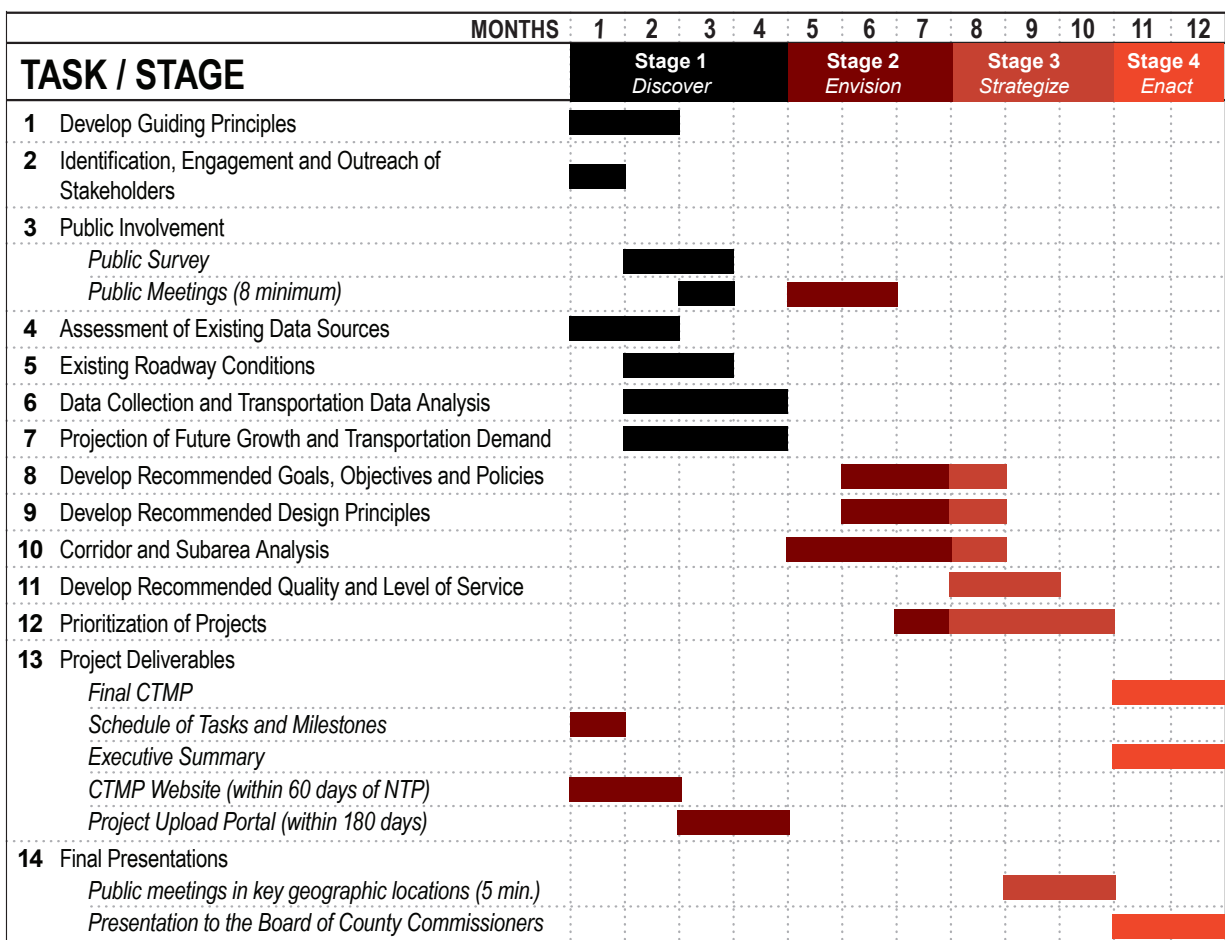
WSP, in collaboration with our teaming partners, will develop each deliverable with clarity and accessibility to align with PBC's goals for transparency and forward-thinking transportation network. By integrating innovative tools, interactive digital platforms, and strategic recommendations, our approach will create a data-driven CTMP adaptable to future mobility needs.

The entire endeavor that the project team and the stakeholders undertook throughout this project will culminate into a final CTMP report document. Our team will prepare an **eye-catching, graphically rich, and thorough final report** for which efforts will start at the onset of the project. Upon finalizing the project branding and logo, our team will start developing the graphical layout of the report and will finalize the layout after discussions with the

PBC staff. We will populate the report throughout the project as pertinent data, maps and writeups for each chapter are finalized. This process will not only give us a head start in preparing the report, but also ensure that PBC is comfortable with various components of the report from the start.

After successfully finalizing the recommendations after the second round of engagement and the subsequent stakeholder meetings, our team will incorporate the final multi-modal recommendations into the report. We will present the final draft and make the requisite changes based on their comments before finalizing the report.

Our team is comprised of staff with excellent graphical skills and command on software such as Adobe Suite, SketchUp, AutoCAD, ConceptStation, etc. WSP also has a dedicated Project Visualization (ProjectViz) team which develops high-level visualizations such as detailed graphic designs, interactive websites, dashboards, project animations and renderings. Our team will consult the experts from the ProjectViz team for their advice and inputs on the final report, website and StoryMaps.



The CTMP will be provided in a fully searchable and indexed electronic format, adhering to accessibility standards for a broad audience.

WSP will implement a detailed project schedule using software like Primavera P6 or Microsoft Project to ensure clear tracking of milestones and deliverables over the 12-month project lifecycle as shown in the schedule on the previous page.

A concise Executive Summary will be delivered to summarize key findings and recommendations of the CTMP. WSP will utilize visual storytelling elements such as infographics and GIS-based visuals to enhance comprehension for decision-makers.

The WSP team will design and maintain an interactive, visually appealing website that serves as a central public engagement platform. The development of the website will begin within 10 days of the NTP and will be ready to go live within 60 days from NTP.

The site will feature user-friendly navigation, accessible content, and graphics to ensure community stakeholders remain informed and engaged.

To enhance public accessibility and engagement, WSP will develop an interactive, GIS-integrated website featuring real-time, user-friendly mapping tools. This will allow users to explore the various projects with filtering, zooming, and layer functionalities.

WSP will develop a secure, cloud-based portal for local jurisdictions to update multimodal projects post-adoption. This portal will utilize role-based access controls and an intuitive dashboard for project updates and long-term usability.

WSP, along with our teaming partners will leverage our national expertise to provide recommendations beyond the scope of services, such as emerging mobility trends, equity-focused strategies, and funding opportunities. Our goal is to ensure the CTMP remains forward-thinking and adaptable to future needs of PBC.

## **TASK 14 Final Presentations**

The final presentations of the CTMP will be critical to show the stakeholders and the public that the input they provided throughout the course of this project has been heard and taken into account in the final plan recommendations. The locations for these meetings will be identified in coordination with the Steering Group and will be complimentary to the locations where the public meetings were held earlier in this project.

The culmination of the CTMP will be a presentation to the Board of County Commissioners (BCC), during which final comments will be heard. It will be contingent upon the WSP team to ensure that the public and stakeholders' input has been thoroughly integrated into the CTMP, giving the BCC confidence that the Plan reflects the vision of the community for the future of Palm Beach County.

## **TASK 15 Additional Services**

The WSP team will be prepared to support Palm Beach County after the adoption of the CTMP through the critical phase of implementation. WSP frequently provides similar services to clients such as FDOT, transit agencies and local cities and counties to ensure that the recommendations in plans are implemented. For example, WSP's Economics, Finance & Grants Team has been successful in securing over \$42B in grants and loans for our clients to move projects forward.

Our team's staff will remain available to provide any additional services needed to assist Palm Beach County with the implementation of the CTMP.

The WSP team looks forward to working collaboratively with Palm Beach County on this project. Our team will prepare the technical analyses, presentations, graphics, meeting materials, draft and final reports. We will rely on the County to provide available data sources and previously completed studies; input into and review of the WSP team's proposed analysis methodologies, technical memorandums, presentation materials and reports; and most importantly, to work alongside the WSP team as a partner. Recognizing that County staff are busy, we will execute this project without disrupting the County's ability to perform their daily duties. It is our job to make this process as engaging, yet easy as possible for the County to participate in to their desired level of engagement.



# 3.3 KEY PERSONNEL AND OPERATIONS INFORMATION

## 3.3.1 ORGANIZATIONAL CHART

🔑 Key Staff - Resumes Provided



**Principal-In-Charge**  
Sandy Amores 🔑

**Project Manager**  
Claudia Bilotto, AICP 🔑

**Deputy Project Manager**  
Murriah Dekle 🔑

**PRIME CONSULTANT**  
WSP USA Inc.

**SUBCONSULTANTS**  
Google (Carahsoft) (G)  
The Green Group (GG) S/M/WBE  
Goal Associates (GA) S/M/WBE  
DDEC, LLC (DDEC)  
Dover Kohl (DK)  
Quest Corporation of America, Inc. (Q)  
Caltran (C)

■ **TASK 1**  
**Guiding Principles**  
**Murriah Dekle** 🔑  
Shriram Ramaratnam, AVMP 🔑  
Lynda Kompelien-Westin, AICP 🔑  
Catherine Prince  
Victor Dover, FAICP, LEED-AP (DK) 🔑

■ **TASK 2**  
**Identification, Engagement and Outreach of Stakeholders**  
**Uyen Dang, PE (DDEC)** 🔑  
Kathleen Walter (DDEC)  
Amy Lee Diel (Q) 🔑  
Scott Pringle

■ **TASK 3**  
**Public Involvement**  
**Amy Lee Diel(Q)** 🔑  
Josh Peirce (Q)  
Uyen Dang, PE (DDEC) 🔑  
Victor Dover, FAICP, LEED-AP (DK) 🔑  
Kenneth Garcia, AICP, CNU-A (DK) 🔑  
Christina Matthews. AICP

■ **TASK 4**  
**Assessment of Existing Data Sources**  
**Thomas Rodrigues, AICP** 🔑  
Sandrine Charles  
Chun Xu  
Shawn Zargham (G) 🔑  
John Loughran, AICP

■ **TASK 5**  
**Existing Roadway Conditions**  
**Carlos Alba, PE** 🔑  
Celina Semaan  
Jose Suazo  
Shawn Zargham (G) 🔑  
Jennifer Straw

■ **TASK 6**  
**Data Collection and Transportation Capacity Analysis**  
**Scott Omer, PTP** 🔑  
Robert Guthart, AICP 🔑  
Joel Gladfelter, PE 🔑  
Shawn Zargham (G) 🔑  
Juan Calderon, PE, PTOE, PTP (C)

■ **TASK 7**  
**Projection of Future Growth and Transportation Demand**  
**Rosella Picado** 🔑  
Shivang Shelat  
Behzad Karimi  
Shawn Zargham (G) 🔑  
Victor Dover, FAICP, LEED-AP (DK) 🔑  
Eric Heinz

■ **TASK 8**  
**Develop Recommended Goals, Objectives and Policies**  
**Lynda Kompelien-Westin, AICP** 🔑  
Fred Frank, PMP 🔑  
Murriah Dekle 🔑  
Kenneth Garcia, AICP, CNU-A (DK) 🔑

■ **TASK 9**  
**Develop Recommended Design/ Resiliency Principles**  
**Christine Fanchi, PE, PTP, RSP1** 🔑  
Uyen Dang, PE (DDEC) 🔑  
Josh Turner 🔑  
Victor Dover, FAICP, LEED-AP (DK) 🔑  
Mike Flood, CP 🔑  
Dan Baer, AICP

■ **TASK 10**  
**Corridor and Subarea Analysis**  
**Shriram Ramaratnam, AVMP** 🔑  
Thomas Rodrigues, AICP 🔑  
Josh Turner 🔑  
Michelle Kendall, AICP  
Godfrey A. O. Lamptey, PE, PTOE (GA)

■ **TASK 11**  
**Develop Recommended Quality and Level of Service Standards and Performance Measures**  
**Md Sakoat Hossan, PE** 🔑  
Thomas Rodrigues, AICP 🔑  
Alan Danaher, PE  
Rob Piatkowski, AICP

■ **TASK 12**  
**Prioritization of Projects**  
**Leta Huntsinger, PhD, PE** 🔑

**Prioritization**  
Emily Ritzler, AICP 🔑  
Charles Warren, PHD, AICP 🔑  
Murriah Dekle 🔑  
Claudia Bilotto, AICP 🔑

**Financial Analysis**  
Bernard Lee 🔑  
Liz Neely

■ **TASK 13**  
**Final CTMP**  
**Murriah Dekle** 🔑

**Website**  
Xander Frangos (GG)

**QA/QC**  
Claudia Bilotto, AICP 🔑  
Lynda Kompelien Westin, AICP 🔑  
Sophia Tingle (Q)

■ **TASK 14**  
**Final Presentations**  
**Claudia Bilotto, AICP** 🔑  
Victor Dover, FAICP, LEED-AP (DK) 🔑  
Kenneth Garcia, AICP, CNU-A (DK)  
Shawn Zargham (G) 🔑  
Juan Calderon, PE, PTOE, PTP (C)

**3.3.2** We have carefully selected this team based on their qualifications and availability, as well as the needs of this contract. WSP has worked with all of the subconsultants, and there is common ground and history among the organizations illustrated in this proposal. WSP and subconsultant staff members are well-versed in the preparation of transportation documents and have current knowledge of state of the practice techniques and software applications.

The WSP Team will cover all technical disciplines required to support Palm Beach County on this contract. A brief overview of Team Leads by role is provided below and includes workload/availability. Our entire team is available and has the capacity for this project. Additional information for all staff can be found on the included resumes.

| Key Staff                     | Role                                                                 | Experience (Years) | Workload | Availability |
|-------------------------------|----------------------------------------------------------------------|--------------------|----------|--------------|
| <b>Sandy Amores</b>           | Principal-In-Charge                                                  | 43                 | 40%      | 60%          |
| <b>Claudia Bilotto</b>        | Project Manager                                                      | 25                 | 20%      | 80%          |
| <b>Murriah Dekle</b>          | Deputy Project Manager                                               | 21                 | 20%      | 80%          |
| <b>Uyen Dang, PE (DDEC)</b>   | Identification, Engagement and Outreach of Stakeholders Lead         | 18                 | 30%      | 70%          |
| <b>Amy Lee Diehl (Quest)</b>  | Public Involvement Lead                                              | 23                 | 30%      | 70%          |
| <b>Lynda Kompelien-Westin</b> | Goals, Objectives and Policies Lead                                  | 32                 | 30%      | 70%          |
| <b>Thomas Rodrigues</b>       | Assessment of Existing Data Sources Lead                             | 13                 | 30%      | 70%          |
| <b>Carlos Alba, PE</b>        | Existing Roadway Conditions Lead                                     | 22                 | 40%      | 60%          |
| <b>Scott Omer</b>             | Data Collection and Transportation Capacity Analysis Lead            | 30                 | 40%      | 60%          |
| <b>Christine Fanchi</b>       | Recommended Design/Resiliency Principles Lead                        | 26                 | 30%      | 70%          |
| <b>Shriram Ramaratnam</b>     | Corridor and Subarea Analysis Lead                                   | 20                 | 30%      | 70%          |
| <b>Rosella Picado</b>         | Projection of Future Growth and Transportation Demand Lead           | 27                 | 40%      | 60%          |
| <b>Leta Huntsinger</b>        | Prioritization of Projects Lead                                      | 37                 | 30%      | 70%          |
| <b>Md Sakoat Hossan</b>       | Quality and Level of Service Standards and Performance Measures Lead | 13                 | 40%      | 60%          |

We have provided resumes for all key personnel as noted on organizational chart, on the following pages.



**SANDY AMORES**  
PRINCIPAL-IN-CHARGE

**Firm:** WSP

**Years of Experience:** 44

**Education:** BS, Professional Studies, Barry University, 1995

### **Career Overview**

*Sandy is a Sr. Vice President, Local Business Leader for South Florida with WSP. He brings extensive experience in Public Transportation as well as performance/materials management. His responsibilities have included the pursuits, scoping and overall project management of various transportation related projects. Sandy brings over 35 years of Public Transportation experience.*

*Prior to his current position, Sandy led WSP's Transit and Rail group in South Florida. He has been instrumental in achieving improvements in the performance of operations, services, and planning of a major public transit agency. In addition to managing operations, maintenance, Sandy has applied his expertise to strategic planning, finance and budgeting, materials management and administration. He also brings experience in intergovernmental and community relations and labor relations.*

## **PROJECT EXPERIENCE**

### ***PalmTran General Planning Consultant, Palm Beach County, FL:***

Contract Manager. Sandy provides contract administration and project management for this contract that includes Transportation Planning, Operational/Maintenance Planning, Administrative Services, Transit / Traffic Studies and Asset Management.

### ***Miami-Dade Department of Transportation and Public Works (DTPW)***

***Capital Improvement Plan Program Management Consultant, FL:*** Client liaison for this contract which includes providing technical and operation planning, traffic and transit studies, PD&E studies, design permitting, engineering inspections, right-of-way support, survey, structural, geotechnical, electrical, construction cost estimating and other professional services required for both Public Works and Transit projects. Sandy's responsibilities include coordinating task assignments with the client, as well as meeting with county staff and elected officials on project status and development.

### ***Broward County General Planning Consultant, Broward County, FL:***

Project manager. WSP is providing general planning consultant services for the Broward County Transportation Department.

### ***Miami-Dade Department of Transportation and Public Works (DTPW)***

#### ***Transit Asset Management Update and Implementation, Miami Dade***

***County, FL:*** Client manager. WSP is providing advisory services for the 2022 the Miami-Dade County Department of Transportation and Public Works Asset Management Plans.

***Transit Systemwide Study, Broward County, FL:*** WSP is responsible for services in connection with a systemwide transit study, analysis, planning, environmental analysis, and preliminary engineering design. The project objective includes a final transit systems plan report in 12 to 15 months, including the feasibility of adopting rail, bus rapid transit and other modes of transportation into the current transit system.

***Transit Development Plan, Miami-Dade County, FL:*** WSP was selected to coordinate major update initiatives that include public involvement and outreach, working cooperatively with local transportation boards and organizations to evaluate the quality of existing services, and development of a 10-year program designed to implement transportation strategies.

## **PRIOR TO JOINING WSP, SANDY HAD SEVERAL KEY POSITIONS OVER 33 YEARS AT THE DTPW IN MIAMI-DADE COUNTY INCLUDING:**

***Chief Performance and Materials Management:*** Responsible for the leadership and management of the Performance, and Material Management Division. Duties included overall management of Performance Analysis, Transit Maintenance Reliability, Materials Management, Warranty Reclamation, Asset Management and Ridership Reporting Sections. Responsibilities included establishing, directing and monitoring all Preventive Maintenance activities for Metrobus, Metrorail, Metromover and Facility Maintenance the DTPW's Transit Asset Management Plan (TAMP). Sandy oversaw all functions of Materials Management and other County maintenance activities under Memorandums of Understanding with the Department of Transportation and Public Works. He developed and implemented policies and procedures pertaining to all DTPW assets, was responsible for all data collection and analysis to include trend and root cause as well as forecasting models.



**CLAUDIA  
BILOTTO, AICP**  
PROJECT MANAGER

**Firm:** WSP

**Years of Experience:** 25

**Education:** M.C.P., City Planning, Georgia Institute of Technology, 2001; B.A., Telecommunications, Pennsylvania State University, 1997

**Career Overview**

*Claudia's project experience includes the development of multimodal planning studies; roadway, transit, and rail feasibility studies; NEPA coordination and documentation; on-call support to transportation agencies; project communications and stakeholder and public engagement strategy development and implementation. Claudia is active in community, civic, and industry leadership activities, and strongly believes that communities thrive when people are engaged where they live and work. Claudia serves on the Georgia Tech College of Design Advisory Board, the TRB Committee on Transportation Policy, Planning, and Process, and as the Co-Chair of the Georgia Partnership for Transit Excellence Steering Committee.*

**PROJECT EXPERIENCE**

***Atlanta Downtown Improvement District, The Stitch, Atlanta, GA:***

Project Director for this transformative initiative to reconnect downtown Atlanta. The Stitch program includes a RAISE Grant funded Master Planning effort and a combination of state, federal, and local funding sources. to complete concept design, environmental permitting, preliminary engineering and final design to ultimately deliver the Stitch vision. Ms. Bilotto is overseeing the consultant team's activities from planning through design, responsible for resource development and delivery and coordinating with a broad range of project stakeholders including the Georgia Department of Transportation, MARTA, and the City of Atlanta. The project includes a \$157 million-dollar Reconnecting Communities Neighborhood Partnership grant for the first phase of construction to be underway by 2026.

***Marta Planning & Technical Services Contract, Atlanta, GA:***

Principal-In-Charge. WSP is responsible for project oversight, scheduling, budgets and project delivery including planning, feasibility studies, conceptual and preliminary engineering, and stakeholder and public communications. WSP has been responsible for dozens of simultaneous task orders during this contract including current and previous efforts in support of the GA 400 Transit Initiative, Summerhill Bus Rapid Transit (BRT) Environmental and Conceptual Engineering, BRT Design Standards, the South DeKalb Transit Initiative, Buford Highway and Candler Road Arterial Rapid Transit, the South Fulton Transit Initiative, and other planning activities include environmental documentation, FTA coordination land use analysis, traffic impact assessments, community and public engagement and service planning. WSP coordinated the 30% design and traffic signal plans for new Bus Rapid Transit and has been responsible for the FTA required documentation in support of delivering a TIGER grant that includes a detailed Project Management Plan, Quality Management Plan, Safety and Security Management Plan, Real Estate Acquisition Management Plan, and Bus Fleet Management Plan. WSP facilitated extensive cross-discipline collaboration with multiple stakeholders and all departments within MARTA to deliver these federally mandated requirements. The team has also supported MARTA in the development of the RAISE Grant for the MARTA Five Points Station and the MEGA Grant pending for the GA 400 Transit Initiative.

***Atlanta Regional Commission Regional Transportation Plan (RTP) Policy And Technical Support Services, Atlanta, GA:***

Project manager responsible for leading a variety of tasks to support the development of the ARC's Regional Plan and other ongoing transportation access and mobility division activities. Worked with staff to develop a framework for the RTP documentation, including its relationship to other agency documents, with a focus on creating a user-friendly format that also addressed all federal requirements. Provided outreach tactics and strategies, as well as collateral materials to support and promote events. Provided federal and state policy guidance including the review of federal rule-making and development of performance metrics and targets to reflect federal requirements. Provided support in preparation for federal certification. Developed best-practice documentation for the Congestion Management Process. Assisted in the development of an approach to scenario planning and community visioning in support of SHRP2 grant implementation. Developed an approach to multidisciplinary long-range plan development for the year 2020.

**Clayton County Comprehensive Transportation Plan Update, Clayton County, GA:** Oversaw the development of the Clayton County transportation plan, including recommendations across all modes of transportation and prioritization of projects based on a community-driven vision, goals, and objectives. Utilized technology to facilitate interactive collaboration with the county, cities, agency partners, and the public, including elected officials, agency staff, and stakeholder committee members.

**Cherokee County Comprehensive Transportation Plan Update, Cherokee County, GA:** Managed planning activities that included the assessment of current and future needs in the areas of capacity improvements; operational improvements; safety and bridge improvements; bicycle, pedestrian, and trail projects; transit; and system preservation. A sustainable funding plan for the Cherokee Area Transportation System (CATS) and a conceptual trails plan for the county were both developed as part of the effort. Recommendations for future projects were prioritized based on the community vision, goals, and objectives developed through interactive collaboration with the county, cities, agency partners, and the public, including elected officials, agency staff, and stakeholder committee members.

**North Carolina Department of Transportation Public Engagement Toolkit, Raleigh, NC:** Project manager leading efforts to promote and populate the NCDOT Transportation Public Engagement Toolkit, an online, interactive collection of public involvement techniques and best practices from across the country. The effort included the development of an extensive database of national public involvement professionals, and coordination with standing committees and organizations engaged in the public involvement community. A training webinar was developed and delivered to practitioners to educate the group on the toolkit functionality and encourage participation and contributions to the toolkit.

**Houston-Galveston Area Council Of Governments Northern Brazoria/Pearland Subregional Planning Initiative, Houston, TX:** Project manager for the comprehensive evaluation of transportation and land use across multiple jurisdictions to identify and create projects for implementation through the Regional Transportation Plan. The planning effort hinged upon extensive stakeholder engagement with regional planning partners and the public. The study included development and adoption of a vision and goals, comprehensive needs assessment, scenario testing of potential solutions, performance measurement of each scenario based on qualitative and quantitative evaluation factors, identification of recommendations and fiscal constraint of the project list, and development of an implementation plan for each jurisdiction.

**Georgia Department of Transportation On-Call Planning Services, Statewide, GA:** Project director responsible for oversight and delivery of a variety of task-order assignments, including countywide long-range transportation plans, multimodal corridor studies, interchange justification reports and interchange modification reports (IJRs/IMRs), and cost-benefit analysis.

**Rockdale County Comprehensive Transportation Plan Update, Rockdale County, GA:** Planning and public involvement task leader responsible for planning activities including the assessment of current and future needs in the areas of roadway, bridge, freight, transit, bicycle, and pedestrian potential improvements (using demographic and GIS analysis) as well as the application of a travel demand model developed for the County. Recommendations in each area of analysis were prioritized based on the community vision, goals, and objectives developed through interactive collaboration with local officials, agency staff, stakeholder committee members, and citizens. Goals centered on enhancing and sustaining quality of life while accommodating growth and economic development.

**Bulloch County–City of Statesboro 2035 Long-Range Transportation Plan, Bulloch County, GA:** Project manager for the development of a long-range transportation plan for Bulloch County, the city of Statesboro, and the cities of Brooklet, Register, and Portal. This multimodal study included analysis of existing and future conditions, development of a travel demand model, and testing of alternative future land use scenarios, as well as identification and prioritization of potential mid-term and long-term improvements to address community goals.

**Butts, Jones, And Monroe Counties Multimodal Transportation Study, GA:** Project manager for the development of a long-range transportation plan for three counties in Middle Georgia. The process included the identification of community goals and objectives, analysis of existing and future conditions through the development of a travel demand model, and the development of short- and long-term transportation improvement recommendations and prioritization. Key activities include stakeholder and public coordination and involvement throughout the plan development process.



**MURRIAH DEKLE**  
DEPUTY PROJECT  
MANAGER

**Firm:** WSP

**Years of Experience:** 21

**Education:** MPA, Public Administration, Florida Atlantic University, 2012; B.A., Geography, Florida Atlantic University, 2003; Geographic Information Systems Certificate; Environmental Studies Certificate

**Career Overview**

*Murriah is a transportation planner with a background in zoning and land use. She has twenty years of experience working in local government planning and administration. Murriah works in WSP's Advisory Services, where she supports clients with planning needs and interdisciplinary coordination. She serves as project manager and planner to support public and private sector clients. Her specialty areas include transit planning and regulatory compliance, grant writing and public involvement.*

**PROJECT EXPERIENCE**

***Safe Streets For All Policy Action Plan, Broward County MPO:***

Project lead responsible for the evaluation of existing conditions in Broward County related to Complete Streets, Vision Zero and Safe System Planning. Providing gap analysis with national best practices and developing policy recommendations to help fulfill Broward's vision for zero transportation fatalities.

***City of Port St. Lucie Public Works Department, Regulatory***

***Division Traffic Impact Analysis Reviews, Port St. Lucie, FL:*** Serves as project manager to coordinate multidisciplinary team members with the city and WSP's Traffic Engineering team to provide traffic impact reviews for Developments of Regional Impact to determine compliance with the TIS Methodology and Procedures. This includes DRI amendments and Access Management analyses for travel demand plots.

***City of Key West Department of Transportation, Key West,***

***FL:*** Served as project manager to develop the 2025-2034 Transit Development Plan Major Update for FDOT D6 approval. The plan included recommended goals, objectives, and policies, as well as prioritization projects organized by short-term (years 1-5) and long-term (years 6-10) recommendations based on a ten-year budget forecast.

***Palm Tran General Planning Consultant, Palm Beach County, FL:***

Provides support for various tasks including FTA Triennial Reviews, Title VI analysis for major service changes, incorporating guiding principles for transit planning and regulatory compliance.

***Department of Transportation and Public Works, Transit***

***Development Plans Miami-Dade County, FL:*** Provides support for Major TDP updates and APRs, including the development of recommended goals, objectives, and policies for transit improvements.

***Miami-Dade County Transportation Planning Organization General***

***Planning Consultant, Miami, FL:*** Provided support for various task orders including the 2050 LRTP Performance Measurement Goals, Objectives, Measures and Targets in 2024 and most recently, the development of the 2025 Multimodal On-Demand Feasibility Study to Expand First/Last Mile Networks for special events in Miami-Dade County.

***Town of Walden and City of Etowah Corridor Planning Studies, TN:***

Currently serves as project manager, collaborating with local municipality grant recipients to develop corridor studies. The studies provide analysis of existing and future conditions, recommendations with conceptual improvements and design, bid, build cost estimates to further prior planning studies with prioritization of projects and implementation funding options.

***Broward County Transit General Planning Consultant, Broward***

***County, FL:*** Served as Project Manager for FY2023 Title VI Program Update to ensure Civil Rights compliance with federal regulations as defined by FTA guidance. Provided support for Scheduling and Peer Review Analysis and Fare Analysis to provide recommendations for BCT Administration team to determine opportunities for overall service planning improvements to meet the agency's goals.



## UYEN DANG, PE

IDENTIFICATION,  
ENGAGEMENT &  
OUTREACH OF  
STAKEHOLDERS

**Firm:** DDEC

**Years of Experience:** 18

**Education:** Civil Engineering,  
University of South Florida  
Tampa, Florida

### Career Overview

*Uyen Dang has experience in transportation, streetscape, and livable communities. She was the City Traffic Engineer for the City of West Palm Beach and oversaw all transportation elements including transformative projects such as the Clematis Street Streetscape project and the Reimagine of Rosemary Square. She led in the City's adoption of the City's multimodal transportation program including the WPB Bicycle Masterplan, Vision Zero program, smart parking technology and the micromobility program. Uyen supported a range of transportation planning efforts such as the WPB Mobility Study, Downtown Parking Study, the Okeechobee Corridor Study, and the proposed ITC Mobility Hub.*

## PROJECT EXPERIENCE

### TRAFFIC, SAFETY, AND PLANNING STUDIES:

- WPB Safe Systems Rail Safety Planning
- WPB Transit Expansion - rideWPB
- Downtown WPB AV Pilot
- Broward County EVCI
- Jefferson Terminal District Safety Analysis
- CITT - TMA Plan
- NoRa TDM Plan
- IRC Bike Masterplan Update
- City of Tamarac Multimodal Transportation Plan
- South Cape Parking Study
- Downtown Jensen Mobility Improvements
- Saint Augustine Mobility and Curb Management Plan
- Quiet Zones Establishment and Affirmation
- RCE building BRIDGES Study
- ADA Transition Plan (City of West Palm Beach and Village of Wellington)
- Downtown Jensen Beach Safety Study
- 25th Street Lane Repurposing Project

### ROADWAY DESIGN:

- West Palm Beach on the RISE Neighborhood Improvements
- Spruce and Pinewood ADA Improvements
- 25th Street Lane Repurposing
- Broadway Lane Repurposing
- 49th Street Complete Streets Implementation
- Okeechobee Median
- Conceptual Design
- Mercer Avenue Complete Streets
- Parker Avenue Complete Streets
- Lake Avenue Phase 1, 2 and 3
- Pine Terrace Drainage Improvements
- Executive Center Bike Lane
- Winter Haven Intersection Improvements
- Pine Terrace Drainage Improvements
- 7th Street Advisory Bike Lane South Olive Bike Lane
- North Shore Neighborhood Improvements
- Executive Center Drive Bike Lane
- Monceaux Road Bike Lane
- Roosevelt Estates Improvements
- Gregory Road Traffic Calming
- Forest Hill Blvd. Traffic Calming
- Washington Road Resurfacing Project



## VICTOR DOVER, FAICP, LEED-AP PUBLIC INVOLVEMENT

**Firm:** Dover Kohl

**Years of Experience:** 41

**Education:** Master of Architecture in Suburb and Town Design, University of Miami, Coral Gables, Florida; Bachelor of Architecture, Virginia Polytechnic Institute, Blacksburg, Virginia

### Career Overview

*In 1987, Victor Dover co-founded the firm that became Dover, Kohl & Partners, and he serves as Principal-in-Charge. Victor has personally led over 140 charrettes worldwide. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development. Mr. Dover was cited by Architecture magazine as being among "the country's best urban designers and architects." Victor is a Fellow of the American Institute of Certified Planners and the CNU. He served on the Core Committee setting sustainable urbanism certification standards for the Leadership in Energy and Environmental Design for Neighborhood Development rating system (LEED-ND).*

## EXPERIENCE

### Service:

- President, Parks Foundation of Miami-Dade, (Board Member 2018 to 2022; President, 2021 to 2022)
- Tropical Audubon Society, Board Member, 2021 to present
- Board Member, National Recreation & Parks Association, 2018 to 2023
- Chair, Wheels Florida, 2014 to present
- Member, FDOT Multimodal Design Task Force, 2015
- Chair, Congress for the New Urbanism (CNU), 2010 to 2012
- Vice-Chair, Congress for the New Urbanism, 2008 to 2010
- Founding Chair, Florida Chapter, Congress for the New Urbanism, 2004-2006
- Charter Member, Congress for the New Urbanism (CNU), 1993 to present
- Emeritus & Founding Board Member, National Charrette Institute, 2001 to present
- Board Director and Co-Founder, Form-Based Codes Institute, 2004 to present
- Paul Harris Fellow, Rotary International, 1996
- Assistant District Governor, Rotary Club of South Miami, 1998-1999
- President, Rotary Club of South Miami, 1996-1997

### Selected Lectures

- CIVIQ Lecture Series, Chattanooga, TN, 2019
- Ayala Planning Conference, Makati, Philippines, 2019
- CNU Florida / Tallahassee Chamber, Tallahassee, FL, 2019
- CNU National Conference, 2012 (W. Palm Beach), 2011 (Chicago), 2010 (ATL)
- APA National Conference, 2013 (Chicago), 2012 (Los Angeles), 2009 (Minn.)
- CNU Transportation Summit/Prowalk Probike, Long Beach, CA 2012



## AMY LEE DIEL

### PUBLIC INVOLVEMENT

**Firm:** Quest

**Years of Experience:** 23

**Education:** Master of Arts,  
Criminal Justice Administration,  
University of South Florida;  
Bachelor of Arts, Criminal,  
Justice, Saint Leo University

### Career Overview

*Amy is a seasoned and vetted communications professional with more than 23 years of experience working throughout the Southeast area, and the State of Florida with the media, government agencies, community groups, businesses, and elected officials. She has experience in organizing public meetings, excellent communication skills and has served as spokesperson and board member representing these public sector agencies providing media, public outreach, awareness and education products and services. Her expertise includes public involvement initiatives that engage citizens, interested stakeholders, policy makers, funders, and advocacy groups to enhance community outreach and development, education awareness initiatives, crisis communication, emergency management and project planning and management.*

## PROJECT EXPERIENCE

***Palm Beach County, General Planning Consultant, Public Outreach, Palm Beach County, Florida, FL:*** Quest was responsible for public outreach and engagement for the Regional Fare Interoperability Study, overseeing meeting coordination, quality control, and data collection. The team gathered and analyzed reports to develop a draft count table of Park and Ride lots and designed a comprehensive map of these locations in Palm Beach County. Additionally, Quest created and distributed flyers and outreach materials across the county and conducted ridership field counts for the final report analysis. For the Okeechobee Boulevard Computer Visualization project, Quest was tasked with documenting key locations using photography, photogrammetry, and FAA-certified drone technology to develop a 2.5D computer visualization. This visualization demonstrated how the proposed transit service would operate at three designated locations along Okeechobee Boulevard. Ms. Diel served as the Project Principal, leading coordination efforts, overseeing preparation and quality assurance, and ensuring the successful submission of all deliverables.

***Palm Tran 2022-2031 Transit Development Plan, Palm Beach County, FL:*** Amy supported the public outreach strategy for the study through various mechanisms, including contacting municipalities and other government agencies for stakeholder interviews. She was instrumental in coordination with key stakeholders informing them of the project and gathering support and attendance for the different meeting opportunities. She documented all outreach, including feedback from stakeholders. She supported with the overall report and overall goal for this Transit Development Plan, which helped provide opportunity for Palm Tran to assess and respond to the community's transit needs over the next 10 years.

***Martin County MPO, 2050 Long Range Transportation Plan (LRTP), Public Involvement Services, Martin County, FL:*** Amy serves as the Project Manager consultant for the Martin County MPO project. She oversees the preparation, creation, QC/QA, and submission of the Public Involvement Plan and public involvement materials to be utilized throughout the development of the 2050 LRTP. Amy implements the Public Involvement Process and guiding principles while ensuring equity and environmental justice. Amy facilitates the planning and implementation, and evaluation of the public involvement activities, documentation, and website services, plus prepares, and facilitates final presentations. Martin County's LRTP aims to identify transportation needs and ensure Martin County can accommodate future growth, provide safe and efficient mobility for all users, and develop a strategic investment plan for enhancing all modes of transportation, including roadways, public transportation, shared rides, and bicycle and pedestrian facilities.



## JOSHUA TURNER

RECOMMENDED  
DESIGN/RESILIENCY  
PRINCIPLES

**Firm:** WSP

**Years of Experience:** 17

**Education:** Master of Science,  
Architecture & Urban Design,  
Columbia University, New York,  
NY

Bachelor of Architecture,  
Architecture, University of  
Kansas, Lawrence, KS

### Career Overview

*Joshua is a lead urban designer with WSP. As an architectural and planning professional, he has experience solving for complex, multi-scalar issues affecting our cities and regions. While he has held integral design and management roles for high-profile projects throughout the east coast, a focus of his work centers on transportation infrastructure and real estate development, specifically planning and design for transit-oriented development (TOD) and studying the feasibility of mixed-use developments from the perspective of zoning and urban design. Josh is also leading the TOD planning and design for the Jacksonville Transit Authority as they transition the Skyway monorail to a state-of-the-art system for autonomous vehicles, the U2C.*

## PROJECT EXPERIENCE

***NYMTC Planning Services Agreement, New York, NY:*** WSP supported the NYMTC for the initial term of 18 months for the Conformity Analysis for Transportation Improvement Program and Regional Transportation Plan as per federal standards under the National Ambient Air Quality Standards. The NYMTC Best Practice Model 2010 update started running in 2017, and the WSP team is supporting and implementing any changes that need to be done.

***New York State Route 59 Area Transportation and Land Use Study, New York, NY:*** Leading the effort to identify and evaluate existing transportation and development issues along the corridor and development of future transportation and land use scenarios for community input. WSP supported the NYMTC and the Town of Ramapo with an area transportation study for a 4.5-mile stretch of NY 59 in the heart of Rockland County, New York. This stretch of road experienced heavy congestion and pedestrian safety issues. The study identified and evaluated transportation and development issues along the corridor to develop future transportation and land use scenarios for community input. The final report included findings and recommended actions based on considerations of the alternative developments, especially as shaped by public outreach workshops.

***Five Points Station Transformation, Atlanta, GA:*** Deputy project manager for the \$2m feasibility study. WSP is conducting a feasibility study to reposition Five Points Station as a modern, 21st century transportation hub for the quickly redeveloping Gulch area of downtown and the greater Atlanta region. WSP has assembled a multi-disciplinary team consisting of structural, architectural and operational expertise to study the dismantling of the original canopy structure, the reconnection of Broad Street, the planning for significant overbuild potential and creating an overall new vision for the entire station.

***Miami-Dade County East-West SMART Corridor Master TOD Plan Development, Miami-Dade County, FL:*** Senior urban designer who is leading the effort to develop TOD station area plans for four stations along the 11-mile MetroRail extension from the Miami Intermodal Center from Florida International University. WSP is assisting the Miami-Dade County in the preparation of a master TOD plan for the East-West Corridor, one of six transit corridors included in the County's SMART plan. This corridor is prone to flooding. WSP has identified and recommended zoning and policy amendments to the Miami-Dade Comprehensive Development Master Plan that would attract transit-supportive uses and promote TOD along the corridor. The plan development process has involved referencing the zoning codes of the Miami-Dade County, the City of Doral, the City of Sweetwater, and the City of Miami and noting how they converge on the corridor. It has also required defining the opportunities and constraints to TOD.



**KENNETH GARCIA,**  
**AICP, CNU-A**  
**PUBLIC INVOLVEMENT**

**Firm:** Dover Kohl

**Years of Experience:** 17

**Education:** Master of Architecture, Andrews University, Berrien Springs, Michigan; Bachelor of Architecture, Andrews University, Berrien Springs, Michigan

**Career Overview**

*Kenneth has been with Dover, Kohl & Partners since 2007 and has participated in over 75 design charrettes. He produces many of the firm's illustrations and renderings, using a combination of computer graphics and traditional watercolor techniques. He oversees the design efforts by staff in the Coral Gables studio, trains team members, and assists firm principals and project directors with assuring the best quality in the work at Dover, Kohl & Partners. He is CNU-Accredited by the Congress for the New Urbanism (CNU), and is a Certified Charrette Planner through the National Charrette Institute.*

**PROJECT EXPERIENCE**

**Downtown Oakland Specific Plan: Senior Town Planner:** The Plan Downtown Oakland project is an interactive planning process for the creation of a Downtown Specific Plan. In October 2015, DK&P led a well attended 9-day charrette located in a storefront in the heart of downtown. Working with a group of equity specialists, the Plan was relaunched in 2017. Kenneth serves as town planner and illustrator for this project.

**Capitol Corridor Plan Lansing, MI: Project Manager, Illustrator:** The Capitol Corridor plan extends approximately 19 miles from the capitol building to the town of Webberville. Spanning 10 municipalities, the corridor transverses cities, towns and countryside. The resulting plan outlines a vision to guide future growth, change and preservation in the corridor; it also provides recommendations for municipalities and key stakeholders to carry these ideas to implementation.

**Water Campus Master Plan Baton Rouge, LA: Project Manager:** Working for the Baton Rouge Area Foundation, DK&P led the initial design of the 30 acre campus that will house The Water Institute of the Gulf. The campus is expected to grow into a major center for the science and research of river deltas. The Water Campus' walkable streets, public spaces and urban buildings will be a major step toward fostering a better connection between downtown Baton Rouge and Louisiana State University.

**Clematis Street, West Palm Beach, FL: Illustrator:** Clematis Street is West Palm Beach's Main Street, containing a diverse array of civic buildings, restaurants, apartments, hotels, shops, and bars. Dover, Kohl and Partners created a design for streetscape improvements that provided more street trees for shade and wider sidewalks. These wider sidewalks contain more space for seating, street furniture, and other amenities. The design for the new street is also completely curbside, creating the feel of a shared space. The plan for the new streetscape was created in close collaboration with the City of West Palm Beach, community businesses and stakeholders, as well as members of the broader community.



## MICHAEL FLOOD, CP

RECOMMENDED  
DESIGN/RESILIENCY  
PRINCIPLES

**Firm:** WSP

**Years of Experience:** 17

**Education:** Masters in Urban  
and Environmental Planning,  
University of Virginia, 1993

B.A., Urban Planning,  
University of Maryland, 1990

### Career Overview

*Mike is the National Resiliency Lead for WSP. In this role, he has led most of the national projects focused on determining the risks of extreme weather and climate change and the development of potential strategies for addressing those risks. The focus of Mike's recent work has been the development of methods, tools and strategies to help agencies make effective decisions in adaptation to climate change and extreme weather risks through development of prioritization processes. This has included recent work on developing benefit-cost assessments of resiliency projects, an assessment of impacts to infrastructure statewide and the conduct of training seminars on resiliency strategies and other similar efforts focused on helping agencies make effective decisions.*

## PROJECT EXPERIENCE

**City of Tarpon Spring, VA, City of Tarpon Springs, FL, Vulnerability Assessment:** Project manager on this project to implement the basic framework of determining community vulnerability as established by FDEP to provide the city with a plan of action for moving forward with an implementation/investment program to address long-term risks. On this project WSP combined the perspectives of FDEP and FEMA to create a scoring criterion that reflected consequences in a way that was more direct, and set the city up for integration into both state and federal resilience programs.

**AAMPO Resilience Study:** Project manager on this ongoing project undertaken to understand and define resilience concerns to regional roads and identify strategies and investments that can be implemented to facilitate improved resilience into the future. This work effort to date has included stakeholder coordination, future condition assessment, flooding analysis, facility risk assessments, consideration of equity concerns and the development of a public facing data portal which identifies area of concern. (2023-Ongoing)

**Implementation of the Installation Climate Resilience Process for the 81st Readiness Division (RSC) Facilities, Puerto Rico, U.S.**

**Army Corps of Engineers (USACE):** Mike is serving as technical advisor on this project being undertaken to determine climate risks at these facilities and identify an action plan to reduce or eliminate those risks. The effort is science and risk based, applying expertise to define climate change stressors, identify possible physical impacts and develop a lifecycle cost of risks to facilitate effective investments. (2023-ongoing)

**Addressing Resilience in Highway Project Development and Preliminary Design, National Highway Institute:**

Project manager on this effort to develop guidance for transportation agencies nationwide on how to include resilience to extreme weather and climate effects in project planning and design. This course is being generated to facilitate required changes toward addressing uncertainties, long-term risks, changing weather patterns and system impacts in corridor planning and design practice. This work includes close coordination with FHWA/FTA on implementation of recent guidance documents across multiple engineering disciplines. (2021-2023)

**National Resilience Design Course (NHI):** Addressing Resilience in Highway Project Development & Preliminary Design: Project manager on this effort to develop guidance for transportation agencies nationwide on how to include resilience to extreme weather and climate effects in project planning and design. This course is being generated to facilitate required changes toward addressing uncertainties, long-term risks, changing weather patterns and system impacts in corridor planning and design practice. This work includes close coordination with FHWA/FTA on implementation of recent guidance documents across multiple engineering disciplines. (2018-2021)

**Transportation Engineering Approaches to Climate Resiliency (TEACR) Study:**

Climate vulnerability oversight role on this project, responsible for oversight of project development, process development and application of benefit cost assessment methodologies.



## JOEL GLADFELTER, PE

DATA COLLECTION  
AND TRANSPORTATION  
CAPACITY ANALYSIS

**Firm:** WSP

**Years of Experience:** 24

**Education:** BS, Civil  
Engineering, Pennsylvania State  
University, 2001

### Career Overview

Joel specializes as a Professional Engineer (PE, Civil, Transportation Focus), accomplished Geographic Information Systems (GIS) Professional (GISP), and an EPA Asbestos Inspector and EPA Project Designer (both as accreditation under TSCA Title II). Joel is a spatial sciences GIS project manager and technical lead specializing in planning, design, and implementation of intelligent transportation systems (ITS) and geospatial services for asset management systems (AMS) and web-based content management systems in transportation master planning and engineering, construction, inspection, operations and maintenance. Joel has led multiple complex GIS architecture designs using the FHWA Systems Engineering "V" for systems lifecycle development with protocols and methodologies to solve complex problems, improve client resource efficiencies, and improve cost controls nationwide for local, county, regional, state, and federal government agencies.

## PROJECT EXPERIENCE

**Washington Metropolitan Area Transit Authority (WMATA), GIS Mapping and Design Package Generation for Repairing Chiller Water Pipe, Insulation, and Supports: DC, VA, MD (2021-2025 active):** Project manager of a \$3.5M JV, GIS manager and geodatabase lead architect, QA/QC lead, and competent asbestos EPA accreditation providing engineering design and inspection services system-wide (32 Chilled Water Plants, 48 stations, 32 linear miles piping) including GIS mapping using 500+ Georeference As-Builts and design package generation for repairing chilled water pipe, insulations, and supports. Asbestos work active.

**Ohio Department of Transportation (ODOT), Ohio Statewide ITS AMS, (2019-2022):** GIS project manager for \$1.7M collection of all ODOT Statewide ITS assets using Enterprise GIS for all 12 Ohio Districts and 88 Counties, 21 asset classes, 40,000+ geolocated ITS assets, 2-million data attributes, 52,000+ geolocated photos, and QA/QC Machine Learning/AI tools built to detect objects within geolocated photos. The project began with spreadsheets and extended to field data collection/validation using Trimble R1 and iOS iPads using Collector Apps, Esri Dashboards, GIS web mapping, and Enterprise Server/GeoDB admin. Joel directly interfaced with multiple ODOT Stakeholders including ODOT Signal Operations and Office of Asset Inventory and Systems Integration. Joel managed WSP's GIS protocols to strengthen ODOT's design forward and O&M ready capabilities — to protect roadside surface and subsurface assets while bolstering future ready data analytics supporting capital programming asset lifecycle.

**Maryland Department of Transportation State Highway Administration (MDOT SHA), I-495 & I-270 Maryland Public Private Partnership (P3), Maryland (2018-2023):** Joel was the GEC's GIS Manager, Electronic Document Control System (EDMS) administrator, and part of the Technical Requirements program management team for the MDOT SHA I-495 & I-270 P3 Program. Joel administered systems for over 600 users, 40+ firms, and 30+ disciplines for the GEC Engineering & NEPA tasks. Joel led integration of GIS data and systems with the Project Control Suite (PCS as EDMS, developed by WSP) for secure dual authentication and visibility of GIS Dashboards leveraging Enterprise Geodatabases, web-based services from ArcGIS Server, and Enterprise Portal user credentialing and management. Part of program management team responsible for reviewing and conforming 30 performance specifications to accomplish P3 Program needs through RFQ, RFP, and Phase Developer selections.

**Michigan Department of Transportation, Device Modernization Plan for ITS Systems, Statewide, Michigan (2020-2021):** GIS project manager and ArcGIS Enterprise architect for Statewide ITS Asset field data collection and key asset project ranking system. Joel architected ArcGIS Enterprise schema and geodatabase design, data extract, transform, and load (ETL), QA/QC, and structural assessments. Joel managed the build of a custom R-Shiny interface and web app dashboard for structure assessments and stakeholder engagement.



**CHARLES WARREN,**  
**PHD, AICP**  
PRIORITIZATION

**Firm:** WSP

**Years of Experience:** 23

**Education:** PhD, City and Regional Planning, University of California, Berkeley, CA; MA, Urban Studies (Draper Interdisciplinary Program), New York University, New York, NY

**Career Overview**

Charles has experience in commercial real estate consulting, data analysis, and financial modeling, which he applies to Transit-Oriented Development (TOD) projects and planning across North America. Charles's Real Estate Economics and Finance Practice Group focuses on how the combination of markets, money, policy, transportation, and infrastructure comes together, shaping and producing urban form. The group advises on leveraging land value capture strategies to fund projects and assists transit agencies and municipalities in aligning zoning policy. His team's models enable overlapping jurisdictions (such as transit providers, municipalities, and state agencies) to work together, leveraging future increases in land value to animate new private-sector capital investment.

**PROJECT EXPERIENCE**

**Grand Central District Real Estate Development Market Survey, St. Petersburg, FL:** Task Lead: Developer Survey. The City of St Petersburg was seeking solutions to balance recent redevelopment focus on full-block apartment buildings with community desire to preserve the unique businesses and place identity of Central Avenue. Organized and completed twelve online meetings with local market participants, including outreach, scheduling, and follow-up. Identified and presented patterns across interviews, providing insights to City staff and officials on how developers would respond to changes in the City's project approval process, zoning code, and traffic/parking ordinances. Recommended policies for improvements to zoning code and entitlement process that would incentivize developers to build more of what the community wants to see built.

**Jackson Street Reimagined Transportation Master Plan, Pensacola, FL:** Lead Quantitative Analyst, Land Value and Redevelopment Potential. Performed market analysis to understand potential and pace for new development in western neighborhoods and suburbs. Identified sites that are ripe for redevelopment, based on current land use, commercial cycle, and vacancy. Modeled sea level change scenarios that would rapidly affect land values in high-elevation neighborhoods susceptible to gentrification and displacement. Complete Streets reimagining of West Jackson Street included understanding the real estate and economic development potential and identify counter-displacement policies.

**West North Avenue Development Incentives and Housing Security Programs, Baltimore, MD:** Task Lead: Market Sector and Niche Analysis and Forecast. Leveraging the new Reservoir Square development at the eastern end of the corridor, the Development Association was looking for ways to incentivize and encourage continued transformation of the corridor. Worked with local developers to understand how market conditions are encouraging or preventing renovation and adaptive reuse of historic townhomes and creation of new transit-oriented development in central Baltimore. Recommended strategic policies for promoting homeowner renovation, providing mortgage relief, and incentivizing commercial revitalization and transit-oriented mixed-use projects.

**Baltimore County Eastern Access, Baltimore, MD:** Task Lead: Quantitative Market Analysis for TOD Demand and Opportunities. Early considerations for potential eastern extension of Baltimore's Red Line includes understanding the redevelopment potential and context for the potential to transform neighborhoods and increase access to jobs. Manage team of 4 analysts to produce results within four weeks. Identify "soft site" locations that could support new transit-oriented development, such as vacant lots, parking areas, closed malls, and street-facing retail districts. Provide supporting market and demographic data to determine feasibility of redevelopment of car-oriented suburban shopping centers into pedestrian-oriented and transit-supported places and destinations. Made a case for considering extension of the Red Line eastward into Baltimore County.

**Highway Removal Redevelopment Feasibility, North Coast Connector, Cleveland, OH:** Lead Quantitative Analyst: Development Market Demand Model and QAQC Review. The Ohio Department of Transportation wanted to verify findings from the City of Cleveland regarding the network's capacity to handle rerouted traffic from a repurposed Shoreway.



**BERNARD LEE**  
FINANCIAL ANALYSIS  
Firm: WSP

**Years of Experience:** 19

**Education:** MA, Urban Planning, University of California, Los Angeles (UCLA); BSE, Industrial and Operations Engineering, University of Michigan

**Career Overview**

*Bernard is a Senior Financial Analyst in Advisory & Planning under the Economics, Finance, & Grants team, which includes practices focusing on economic analysis, freight analysis, infrastructure funding and financing, real estate, and grants development, strategy and management. His work experience within urban planning and real estate has focused on financial, market, and planning analyses, often at the intersection of policy, economics, finance, and technology. During his career, he has worked for a variety of client types including municipalities, transit agencies, airports, universities, medical centers, and real estate owners/developers.*

**PROJECT EXPERIENCE**

***Palm Beach Government Council, Transportation Surtax Analysis, Palm Beach, FL:*** Served as reviewer of the review and analysis of local authorization of sales surtaxes for the purposes of transportation. The study included detailed review of peer agency surtax schemes in the region serving as a benchmark for a potential new transportation surtax in Palm Beach County.

***North Jersey Transportation Planning Authority (NJTPA), Financial Element of the LRTP, Newark, NJ:*** Serving as project manager for development of the financial chapter of the LRTP covering the 2025 to 2050 period. The project is assessing North Jersey’s transportation infrastructure needs, including a comprehensive range of highway, public transit, freight, bicycle, pedestrian, and other multimodal improvement projects and programs. A key task is the development of a financial model that incorporates short, medium, and long-term estimates of expenditures and revenues for three potential revenue levels: baseline plan, limited, and aspirational. The analysis will assess the reasonably anticipated revenues available from federal, state, and other sources through 2050 to meet needs.

***North Jersey Transportation Planning Authority (NJTPA), Regional Capital Investment Strategy Refinement and Strategy Effectiveness, Newark, NJ:*** Served as co-project manager to update the Regional Capital Investment Strategy (RCIS) targets to reflect the needs of the region and its desired performance outcomes. Key tasks included an assessment of the effectiveness of each strategy category based on performance measures, a refinement of categories and capital allocation target percentages, and development of a website application to share the RCIS with a larger audience.

***Princeton University, Alexander Street Village, Princeton, NJ:*** Served as parking subject matter expert to assist in the sizing and operation of parking to serve a proposed mixed-use village with residential and commercial uses. The study included an analysis of shared parking options, Transportation Demand Management considerations, and guidance on potential operation of off-street and on-street parking.

***Regional Transportation District (RTD), Facilities and Fleet Transition Plan, Denver, CO:*** Serving as co-task lead for the cost analysis and funding task of RTD’s Facilities and Fleet Transition Plan (FFTP). The FFTP project includes the development of RTD’s holistic low/no emission facilities and fleet transition plan which assesses RTD’s operations today, its future operations, and determines a path forward for how the agency can lower emissions in its facilities and fleet. The analysis utilizes RTD’s mid- and long-term financial plans to evaluate costs and identify potential funding sources for the transition.



## LETA HUNTSINGER, PHD, PE

### PRIORITIZATION OF PROJECTS

**Firm:** WSP

**Years of Experience:** 37

**Education:** PhD, Civil Engineering, North Carolina State University; MS, Civil Engineering, North Carolina State University; North Carolina State University; BA, Physics, UNC-W

### Career Overview

*Leta is a transportation professional with extensive experience in multimodal transportation systems planning, systems analysis, and strategic leadership, including in the public and private sector. With a keen ability to analyze and communicate complex ideas and anticipate long-term outcomes, she excels in developing and executing effective strategies that drive success. Her skills enable her to clearly articulate ideas, engage diverse stakeholders, and foster collaboration across teams. She enjoys working at the intersection of data analytics, multimodal transportation planning and people/communities. As a technically oriented transportation planner and engineer, she is passionate about integrated transportation solutions that prioritize people and communities.*

## PROJECT EXPERIENCE

### **North Carolina Department of Transportation, Triangle Region**

**Alternative Network Analysis:** Technical advisor providing guidance and recommendations on model capabilities, performance measures, and storytelling with data for the comprehensive analysis of an alternative transportation network for the Triangle West region.

### **North Carolina Department of Transportation, FAST 2.0:**

Technical advisor for the Freeway, Arterial, Street and Tactical (FAST) 2.0 study providing guidance and recommendations on systems analysis and performance measures to evaluate project initiatives.

### **North Carolina Department of Transportation, Guidance for**

**Including CAVs in Travel Demand Models (ITRE):** Principal Investigator responsible for leadership, project management and subject matter expertise on research investigating the consideration of Connected and Automated Vehicles (CAVs) in Travel Demand Models in support of transportation planning analysis and traffic forecasts across the state. Focus was on the use of strategic scenario planning to inform potential benefits of and impacts of a future with CAVs. In addition to providing insight into methods and key performance measures, this work produced guidelines for implementing the methods developed and evaluated.

### **Capital Area Metropolitan Planning Organization, Triangle Strategic**

**Tolling Study:** Task Manager responsible for applying the Triangle Regional Model to support the development of a strategic tolling and managed lanes plan for the Triangle region. Work included the development of appropriate performance measures to evaluate future tolling decisions, and analysis on the impacts of the recommendations on the regional multi-modal transportation network. Work also included an assessment of tolling strategies on Environmental Justice communities.

### **North Carolina Department of Transportation, Investigation of**

**Environmental Measures for SPOT P8.0 (ITRE):** Principal Investigator responsible for leadership and technical guidance on a project designed to investigate measures that could easily be deployed by the Strategic Prioritization Office of Transportation (SPOT) in the consideration of environmental measures to be included in the prioritization of highway mode projects for P8.0. The work focused on Greenhouse Gas (GHG), Criteria Pollutants (CPs), and Mobile Source Air Toxins (MSATs) in the evaluation and prioritization of highway mobility projects. The project recommended areas for process integration along with various measures that could be used in the scoring process.

### **Triangle Regional Model Executive Committee, Performance**

**Measures for Equity (ITRE):** Spearheaded the development of standardized, evidence-based performance measures to support equitable outcomes. Identified measures use standard travel model output and generate measures for modal accessibility, job access by mode, non-motorized trip share, transit trip share, delay and congested VMT by identified communities of concern.

### **Triangle Regional Model Executive Committee, Performance**

**Measures for Improved VMT Analysis (ITRE):** Spearheaded the development of new methods and procedures to summarize and map vehicle miles traveled resulting from various transportation scenarios evaluated using a travel demand model. Measures included regional, subarea and zone level evaluation metrics.



**EMILY RITZLER,  
AICP**

**PRIORITIZATION**

**Firm:** WSP

**Years of Experience:** 20

**Education:** MS, Urban  
Policy Studies, Georgia State  
University

**Career Overview**

*Emily is the planning and environment manager with WSP's Atlanta office. She is experienced in project management with a focus on transportation planning and environmental documentation, as well as in corridor studies, multimodal system planning, and project prioritization. Emily's responsibilities have included quality control; project scheduling; progress reporting; client presentations; feasibility studies; and detailed studies for state DOTs, transit agencies, and metropolitan planning organizations (MPOs). Additionally, Emily specializes in bringing together multidisciplinary teams, developing materials that are easy to understand by a variety of stakeholders. She also has developed innovative approaches for applying GIS applications to planning studies.*

**PROJECT EXPERIENCE**

***Comprehensive Transportation Plan Update, Jonesboro, GA:***

Supported public outreach efforts and is providing quality assurance and quality control as part of this project involving the update to Clayton County's Comprehensive Transportation Plan. WSP was selected to provide professional services related to planning and implementation of the updated Comprehensive Transportation Plan. WSP assessed the county's transportation needs and drafted—then prioritized—project recommendations to address needs. WSP supported public open house outreach by hosting kiosks at community events and facilities, and also utilized the MetroQuest online survey to reach out to the wider public regarding goals for the study, vision for Clayton County, and their transportation needs.

***Barrow County Comprehensive Transportation Plan, Barrow***

***County, GA:*** Senior transportation planner assigned for overall quality assurance and quality control for the project. The firm completed an update to the Barrow County CTP, which was used to identify and prioritize transportation projects in the county for the short and long term. Emily participated in community outreach activities and gathering input on options for new location roadways.

***Douglas County Comprehensive Transportation Plan, Douglas***

***County, GA:*** Transportation planner who participated in all levels of technical analysis and plan completion, including alternative transportation recommendations, transit marketing concept, inventory of existing conditions, transportation needs assessment, project prioritization, bicycle and pedestrian facilities recommendations, and final documentation and GIS mapping. Douglas County has completed their first ever Comprehensive Transportation Plan to direct transportation investments over the next 25 years and to incorporate their priorities with the regional planning process. A major public involvement effort was conducted to achieve consensus on the 25-year recommendations.

***Gainesville-Hall County MPO Long-Range Transportation Plan***

***Update, Gainesville, GA:*** Transportation planner who assisted in public involvement efforts for this transportation plan update. The Gainesville-Hall County MPO completed the 2030 update to their Long-Range Transportation Plan, which included a transportation needs analysis, development of focus areas, investment strategies, and proposed projects.

***Henry County Comprehensive Transportation Plan, Barrow County,***

***GA:*** Project manager responsible for successful delivery of the plan scope. The firm completed an update to the Henry County CTP, which was used to identify and prioritize transportation projects in the county for the short and long term. This CTP update had a particular emphasis on transit expansion and will include a transit feasibility study to identify new transit options and determine the latent transit demand in the county. Another key element was an assessment of the sidewalk conditions and review of the transportation network for ADA compliance.

***Paulding County Comprehensive Transportation Plan, Paulding***

***County, GA:*** Project manager responsible for the completion and delivery of the Existing Conditions Report, Needs Assessment, and Prioritization and Recommendations Report. The firm completed an update to the Paulding County CTP, which was used to identify and prioritize transportation projects in the county for the short and long term.



**SCOTT OMER, PTP**  
DATA COLLECTION  
AND TRANSPORTATION  
CAPACITY ANALYSIS

**Firm:** WSP  
**Years of Experience:** 30  
**Education:** BS, Business  
Management, University of  
Phoenix

**Career Overview**

*Scott has experience in transportation with a focus on project management, planning, project development, programming, transportation policy, agency operations, and leading diverse teams and programs on projects involving critical stakeholder engagement components. He has been personally involved in, and/or responsible for foundational planning projects, documents, and processes in Arizona, such as Building a Quality Arizona (bqAZ), Planning to Programming Link (P2P), Key Commerce Corridors, the 2026-2050 ADOT Long Range Transportation Plan (LRTP) Update, the 2015-2040 LRTP, the 2010 to 2035 LRTP, and the I-11 Intermountain West Corridor Study. Over the course of his career, he spent seven years as the deputy director/chief operating officer for ADOT and four years as the director of MPD.*

**PROJECT EXPERIENCE**

**ADOT 2050 Long Range Transportation Plan Update, Statewide: Project Manager for the update of the ADOT 25-year Long Range Transportation Plan (LRTP):** The LRTP is a comprehensive planning document that includes the complete State Highway System (SHS), National Highway System, and all MPO and Regional Routes, and all modes of transportation. Conducted extensive outreach to include agency stakeholders, project partners, tribal communities, local agencies, land management agencies, environmental and conservation communities, and the public.

**ADOT Key Commerce Corridors Update, Statewide:** Project Manager for updating the Key Commerce Corridors Plan. This plan documented the methodology to change the ADOT thought process to include economic benefits for the State of Arizona in the planning process. Extensive public and stakeholder engagement required.

**ADOT Geospatial On-Call, Statewide:** Project Principal for the ADOT Multimodal Planning Division, Geospatial Planning On-call. The Geospatial On-call provides services for Geospatial Transportation Data Analysis, Transportation Data Visualization, Transportation Data Management, Transportation System Economics, and Transportation System Modeling.

**ADOT P2P GIS Tool, Statewide:** Technical Advisor for automating the P2P prioritization using GIS. Scott also served as the ADOT Project Director responsible for developing the P2P concept. The new approach included the methods and procedures required to identify a fiscally constrained list of projects that implement the LRTP goals and policies based on the results of an ongoing system-wide performance measurement program. Extensive stakeholder engagement required.

**Building a Quality Arizona (bqAZ); Western Framework Study:** Project Manager that led the Western Framework Study for bqAZ. Responsible for the effort to link land use, community development, economic patterns, and the long-term sustainable transportation needs. Conducted extensive outreach to include agency stakeholders, project partners, tribal communities, local agencies, land management agencies, environmental and conservation communities, and the public.



**ROBERT GUTHART,  
AICP**

**DATA COLLECTION  
AND TRANSPORTATION  
CAPACITY ANALYSIS**

**Firm:** WSP

**Years of Experience:** 10

**Education:** BS, University of  
Florida; MS, Georgia Institute  
of Technology

**Career Overview**

*Robby environmental planner with experience in multimodal transportation planning, environmental compliance and planning, public involvement and stakeholder outreach, and international freight logistics. Robert is committed to assisting public agencies to solve complicated transportation and environmental challenges through the development and implementation of innovative approaches and solutions. Robert is developing comprehensive freight mobility plans for metropolitan planning organizations and departments of transportation.*

**PROJECT EXPERIENCE**

**Waller County Transportation Plan, Waller County, Texas:** Robby served as a transportation planner to develop a comprehensive multimodal transportation plan for Waller County, Texas. Robby developed the county thoroughfare plan update, conducted public outreach, identified and evaluated transportation needs, and prepared technical writing for the final plan document. Client: Houston- Galveston Area Council.

**Laredo Metropolitan Transportation Plan 2025-2050, Laredo, Texas:** Robby serves the project manager for the Metropolitan Transportation Plan 2025-205 (MTP) for the Laredo and Webb County Area Metropolitan Planning Organization (LWCAMPO). The MTP establishes the long-term transportation policy agenda for the region by outlining regional transportation priorities and identifying transportation projects to meet regional transportation goals over the plan horizon, while remaining fiscally constrained. The MTP was developed to support and improve a balanced, multimodal, and sustainable transportation system that enhances livability in this growing area while supporting safe freight movements and border crossing activities. Client: Laredo and Webb County Metropolitan Planning Organization.

**Staff Augmentation for the El Paso Metropolitan Planning Organization, El Paso, TX:** Robby serves as a lead transportation planner for the El Paso Metropolitan Planning Organization (MPO). He is currently leading the development of the 2052 Metropolitan Transportation Plan, a federally required long-range transportation plan that programs multimodal transportation projects in alignment with regional needs and priorities. Robby is also leading the development of the Congestion Management Process (CMP), and plan that focuses on implementation of congestion relief strategies along a designated network of the most critical roadways to the El Paso region. Client: El Paso Metropolitan Planning Organization.

**US 67 Corridor Master Plan, Brewster County, Pecos County, and Presidio County, TX:** Robby served as a transportation planner to develop a corridor master plan for US 67. The US 67 Corridor Master Plan identifies current and future transportation needs along the US 67 corridor and recommends projects and strategies for short-, mid-, and long-term implementation to enhance system efficiency, safety, and mobility along the corridor. Robby led the development of a complete streets toolbox of a variety of bicycle and pedestrian improvements that can be implemented in the communities along the corridor. He also led the evaluation and prioritization process for alternative conceptual improvements proposed for the corridor. Client: Texas Department of Transportation El Paso District. Award-winning project.

**JOHRTS Area Metropolitan Transportation Plan 2050, Beaumont, TX:** Robby served as the lead planner for the update to the Metropolitan Transportation Plan (MTP) for the Jefferson, Orange, and Hardin Transportation Study (JOHRTS) Area. The MTP develops a vision for addressing the existing and expected travel needs of the multimodal transportation system serving the JOHRTS area through the year 2050. Robby led the multimodal data collection and analysis, public outreach, development of performance targets, identifying multimodal transportation needs and improvements, financial planning, compliance with FAST Act requirements, and writing of the final plan document. Client: South East Texas Regional Planning Commission.



**SHAWN ZARGHAM**  
DATA COLLECTION  
AND TRANSPORTATION  
CAPACITY ANALYSIS

**Firm:** Google/Syntasa

**Years of Experience:** 30

**Education:** PhD, Cornell  
University, Ithaca, New York

**Career Overview**

*Shawn is the co-founder and CTO of Syntasta and is a long-standing leader in the technology space with deep expertise in big data, AI/ML, analytics, and cloud computing. He has experience in leading large teams of software development, product management, quality assurance, and customer service organizations across three continents. He has partnered with senior executives of many of the world's top brands and enterprises, such as Adidas, Sony, Samsung, Lenovo, and others, on behavioral data and digital transformation issues.*

**EXPERIENCE**

**Google/ Syntasa, McLean, VA: Co-Founder and CTO**

- Leverages the latest cloud-based technologies, services, and best practices for data engineering, analytics, and data science to create actionable insights for department executives, program managers, local providers, and partners.
- Worked with Chief Data Officer, Chief Technology Innovation Officer, and other tech and departmental leaders in the State of California to support their COVID response with data-driven insights extracted from their vast digital data assets merged with mobility data, Google Trends (search data), and real-time Twitter feed.
- Led the implementation of the latest cloud-based technologies, services, and best practices for data engineering, analytics, and data science to create an integrated digital data platform empowered with analytics and AI apps to support numerous Public Sector and Private Sector use cases in California and worldwide.

**Telarix, Vienna, VA: Co-Founder and CTO**

- Successful entrepreneur – cofounded Telarix, the leading global telecom software products and SaaS solutions provider.
- Architected and led interconnect business optimization solutions for wireline, wireless, broadband, and VoIP service providers.



## FRED FRANK, PMP DEVELOP RECOMMENDED GOALS, OBJECTIVES AND POLICIES

**Firm:** WSP

**Years of Experience:** 23

**Education:** MS, Planning,  
University of Tennessee,  
2001; BA, Urban and Regional  
Planning, Buffalo State College  
1999

### Career Overview

*Fred has 20 years of professional planning experience including employment with multiple metropolitan planning organizations, regional planning agencies, and consulting firms prior to joining WSP. He has extensive experience working with state and local transportation agencies, municipal governing bodies and boards, and private sector stakeholders to effectively plan for and manage community planning matters. He prides himself on delivering quality products and ensuring client satisfaction.*

## PROJECT EXPERIENCE

### **Augusta Regional Transportation Study (ARTS) Metropolitan**

**Transportation Plan 2055 Update, Augusta, GA/ Aiken, SC:** Fred is Project Manager for the update of the ARTS 2055 MTP, which includes community and stakeholder outreach, assessment of transportation and socioeconomic data, development of a prioritization tool with project identification and prioritization, and financial plan to continue to keep the MTP Federally-compliant and fiscally-constrained to meet the future needs of transportation in the region.

### **Rock Hill Fort Mill Area Transportation Study (RFATS) Metropolitan**

**Transportation Plan Update, Rock Hill, SC:** Fred is Task Lead for the update of the RFATS MTP, which includes community and stakeholder outreach, assessment of transportation and socioeconomic data, project identification and prioritization, and financial plan to continue to keep the MTP Federally-compliant and fiscally-constrained to meet the future needs of transportation in the region.

**SCDOT Planning On-Call, Statewide:** Fred is Project Manager for a Regional Mobility On-Call Agreement with SCDOT. As part of this on-call, he is currently leading two corridor studies.

**- U.S. 29 Corridor Study** - that looks to understand the future growth impacts of Anderson County on the operations of US 29 and recommend context appropriate and financial feasible roadway improvements to accommodate future growth, improve safety, and maintain efficient traffic flow. The corridor study will also recommend future land development patterns that will help support a multimodal transportation system.

**- U.S. 76/176 Corridor Study** – This study looks to understand the future growth impacts of on the operations of US 76/ 176 and recommend roadway improvements to accommodate future growth, improve safety, accommodate multimodal transportation, and maintain efficient traffic flow. A key feature is to identify innovative intersection improvements and Transportation System Management & Operations (TSMO) strategies to improve operations in a context-sensitive and cost-effective manner.

### **Columbia Area Transportation Study (COATS) Long Range**

**Transportation Plan, Columbia, SC:** Fred was Project Manager for development of the Long Range Transportation Plan 2045 Update and Congestion Management Plan. The Long Range Transportation Plan will address the future multi-modal transportation needs of the Central Midlands region., including a robust bicycle and pedestrian section.

### **Loudon County Multimodal Transportation and Thoroughfare Master**

**Plan (MTTMP), Loudon, TN:** Fred is Project Manager for development of the MTTMP in Loudon County, the first of its kind. The MTTMP sets forth a vision of future transportation in the City of Loudon, providing a proritized list of improvements. Once of the focus areas involves identifying improvements that enhance Downtown Loudon's character and mobility.



## THOMAS RODRIGUES, AICP

### ASSESSMENT OF EXISTING DATA SOURCES

**Firm:** WSP

**Years of Experience:** 14

**Education:** M.S., Urban and Regional Planning, Florida Atlantic University, 2011; B.A., English, Bowdoin College, 2007

### Career Overview

Thomas is the South Florida Planning lead for WSP. Over the course of his career, he has developed a broad understanding of transportation challenges and opportunities through his work in both public and private sector capacities. At WSP, Thomas has worked on a variety of transportation and transit planning efforts for transit agencies and planning organizations. He has extensive experience in Transportation and Transit Planning, GIS, Grant Writing, and Public Outreach. Thomas leads Transit Development Plans, Transit Oriented Development master plans, and corridor studies for clients across Florida.

## PROJECT EXPERIENCE

### ***Safe Streets For All Rail Safety Action Plan, Broward County MPO:***

Project manager responsible for the evaluation of existing conditions on Broward County railroads, conducting a hotspot analysis of injury and fatality incidents and recommending safety recommendations to help fulfill Broward's vision for zero transportation fatalities.

### ***Polk County Freight Plan; Florida Department of Transportation***

**District 1:** Task Lead: Responsible for preparing an economic profile of Polk County, Florida. Identified industries, number of employees, by freight and non-freight sectors to identify which industries are most important to the Polk County economy. Prepared charts, graphs and visualizations to illustrate the data.

### ***DTPW 10AHEAD Transit Development Plan (TDP), Miami-Dade County Department of Transportation and Public Works (DTPW), Miami, FL:***

Project Manager responsible for document writing, data collection and research, GIS mapping, system performance assessment, and the development of DTPW's TDP ten-year plan. Most recently led the effort to prepare DTPW's 2020-2029 TDP Major Update.

### ***South Florida Regional Transportation Authority (SFRTA) Transit Development Plan (TDP) Major Update FY 2019 – 2028, Pompano Beach, FL:***

Planning Lead. Conducted a comprehensive overview of the SFRTA's baseline conditions, situation appraisal, formulated new goals and objectives for the agency, developed a ten-year plan to help guide SFRTA's future capital projects. Completed peer and trend analyses to evaluate the agency's performance.

### ***Miami-Dade County East-West Corridor Transit Oriented Development Master Plan, Miami, FL:***

Project manager overseeing the development of TOD master plans for four station sites along an in-development rapid transit corridor.

### ***Miami-Dade County Smart Transit Improvements Along Major***

**Thoroughfares and Existing Systems, Miami, FL:** Project manager conducting an alternatives analysis of potential rapid transit corridors in Miami-Dade County. Major work included data collection, existing conditions analyses, ridership modelling, and the development of operating plans.

### ***City of Miami I-395 Underdeck Open Space Planning and Design,***

**Miami, FL:** Responsible for preparing the transportation and mobility components of the Underdeck space of I-395 in Downtown Miami.

### ***Miami Trolley Routes Planning and Operations, City of Miami,***

**Miami, FL:** Planner. Coordinated, managed and promoted the launch of each of the seven trolley routes. Implemented CAD/AVL systems, oversaw the development of the Miami Trolley smartphone App; social media liaison; project manager for studies of potential system expansion; maintained Miami Trolley website; developed System Safety Program Plan and Security Plans.

### ***SR26/US70 Lebanon Bypass Corridor Study, Lebanon, TN:***

Project Manager responsible for the delivery of a corridor study that is evaluating existing conditions and recommending improvements for a downtown bypass corridor in suburban Tennessee. Tasks include public outreach, survey instrument development, existing conditions analysis, and a road safety audit.



## LYNDA KOMPELIEN- WESTIN, AICP RECOMMENDED GOALS, OBJECTIVES AND POLICIES

**Firm:** WSP

**Years of Experience:** 32

**Education:** M.S., Urban and Regional Planning; University of Wisconsin – Madison, Wisconsin; B.A., Economics; University of Minnesota – Duluth, Minnesota

### Career Overview

Lynda is a leading transit/transportation planner with expertise managing multi-disciplinary project teams, multimodal transportation planning, transit-oriented development, and grant applications. She is the contract manager for the Miami-Dade Transportation Planning Organization General Planning Consulting Contract, leading the development of the goals, objectives, and measures for the 2050 Long Range Transportation Plan. She has managed many technical studies for Broward County Transit and Palm Tran. She has led nine multi-stakeholder Station Area and Corridor planning processes throughout South Florida.

## PROJECT EXPERIENCE

### ***Miami-Dade Transportation Planning Organization (TPO) 2022-current On-call Consulting Services, Miami-Dade County, FL:***

- 2050 Long Range Plan Performance Section – Led the development of goals, objectives, performance measures and draft scenarios for the 2050 Long Range Transportation Plan (LRTP) to ensure that the transportation system meets the needs of the community now and during this process to track progress towards the achievement of goals and objectives as the plan and allowing tracking of plan progress as it moves forward toward implementation.
- Equity Tool Development – Led development of a ground-breaking, easy to use Equity Analysis Tool to study how 2050 LRTP scenarios affect selected demographics and equity metrics. WSP and the TPO first jointly identified demographic groups and equity metrics of interest. WSP then created the equity tool which post processed two 2045 LRTP scenario SERPM model runs to identify the impact by scenario on the selected demographic groups and equity metrics. The analysis results can be viewed in a dashboard for all of Miami-Dade and by Transportation Planning Area.
- Emerging Technologies Corridor Evaluation: This study refined the previous analysis of underground and/or overhead emerging technologies with a focus on viable transit options. Potentially suitable projects were evaluated in consultation with the project working group.

### ***Miami-Dade County TPO 2019-2022 On-Call General Planning Consultant Services, Miami-Dade, FL:***

- Emerging Tunneling Technologies Feasibility Study, Project Manager, Transportation Planner: Led study evaluating emerging underground and/or overhead grade separated technologies along corridors countywide that may provide viable transit options in Miami-Dade County.

### ***Broward County Transit General Planning Consultancy Services, Broward County, FL:***

- Safety and Security Support – Supporting safety risk assessment submission to the Federal Transit Administration in response to General Directive 24-1.
- Zero and Reduced Fare Study – Coordinated peer outreach and document development for a study evaluating the potential impacts of implementing zero or reduced fares on BCT and the community.
- Service Scheduling and Service Planning Analysis – Conducted peer interviews and analyzed the structure of peer and BCT service planning and service planning sections.
- Annual Report (Technical Advisor) – Provided high level guidance on the content and presentation/layout of the 2023 BCT annual report.

### ***Transportation Master Plan, City of Miami Beach, FL:***

- Led Implementation, focusing on feasibility studies and design of over 30 bicycle, pedestrian, and transit related projects. Responsible for scope development, project scheduling, internal and external stakeholder coordination, consultant management, and Commission adoption. Funding projects through grants, City GO Bond or other sources.



## ROSELLA PICADO, PHD

### PROJECTION OF FUTURE GROWTH AND TRANSPORTATION DEMAND

**Firm:** WSP

**Years of Experience:** 27

**Education:** Ph.D.,  
Transportation Engineering,  
University of California,  
Berkeley, 1999; M.Eng.,  
Transportation Engineering,  
University of California,  
Berkeley, 1993; Lic., Civil  
Engineering, University of  
Costa Rica, 1989

### Career Overview

*Rosella has experience in project management and travel demand forecasting. She specializes in the development and application of activity-based travel demand models. She has led the conceptual and technical development of activity-based models for large metro areas (Los Angeles, San Francisco, Miami, Toronto, Atlanta) and their application to Regional Transportation Plans. Her current assignments include major updates to the model systems for Miami-Broward-Palm Beach region, Southern California, and San Francisco Bay Area. Rosella has extensive experience in forecasting demand for road pricing projects and for fixed-guideway transit projects.*

## PROJECT EXPERIENCE

**MDTPO Southeast Florida Regional Planning Model (SERPM) V9, Miami, FL:** Project manager. The goals of the project are to make the model readily available in time for the 2050 long range transportation plan updates; provide an analytic tool to assess existing, and emerging transportation policies and technologies. WSP implemented ActivitySim and PopulationSim in lieu of the CT-RAMP1 and PopSyn procedures used in prior SERPM versions. In addition, WSP created entirely new networks based on open-source data and open-source methods and overhauled the skimming and assignment steps to take advantage of these networks.

**NW 27TH Avenue Premium Transit Corridor Project Development and Environmental (Pd&E) Study, Florida Department of Transportation District Six, Miami, FL:** Task lead. WSP is conducting environmental studies for the implementation of the NW 27th Avenue Locally Preferred Alternative (LPA), which consists of an elevated extension of Metrorail. Rosella's role is to lead the travel demand forecasting activities, which will inform the traffic analysis and transit ridership assessments.

**Flagler BRT Demonstration Project, Florida Department of Transportation, Miami, FL:** Task lead. As part of the implementation of a high-capacity transit service on SR 968/Flagler Street/SW 1st Street, the Department conducted a lane repurposing analysis to inform the authorization of a BAT lanes demonstration between 27th Ave and 6th Ave. Rosella conducted a traffic diversion analysis using dynamic traffic assignment to estimate potential diversion to roads north and south of the proposed BAT lanes project.

**SCAG 2024 RTP/SCS Model Development, Los Angeles, CA:** Principal-in-Charge. This project updated the Southern California travel demand model in preparation for the 2024 Draft and Final Regional Transportation Plan/Sustainable Communities Strategy. The SCAG Model is a TransCAD application coupled with a state-of-the art Activity-Based Model (ABM). Model update tasks included parameter estimation and adding submodels to improve trip departure times and to account for the effect on travel of increasing trends such as working from home, online shopping and tele-medicine.

**LACMTA Scenario Modeling For 2018 Long Range Transportation Plan Update, Los Angeles, CA:** Technical Advisor. The LRTP is a 40-year transportation vision for Los Angeles County that identifies programs, revenues and costs to improve mobility, economy, air quality and sustainability. WSP was contracted to model six alternative strategic investments against the existing LRTP baseline: urban fill scenario, high transit frequency scenario, congestion pricing scenario, active transportation scenario, shared mobility scenario and state of good repair scenario. Rosella provided technical guidance with the simulation of the congestion pricing scenario, which comprised two strategies: a countywide network of Express Lanes, and cordon priced areas throughout the county.

**SCAG 2020 Regional Transportation Plan Technical Support, Los Angeles, CA:** Technical advisor. Connect SoCal, SCAG's 2020-2045 RTP, includes an ambitious set of projects to meet California's stringent requirements for GHG emission reductions. One of the transformative initiatives included in the RTP is cordon pricing, which complements a nearly doubling of the transit miles relative to 2016 levels, and other proposals to better manage peak period congestion (parking price management, telecommute incentives, etc.).



## CARLOS ALBA, PE EXISTING ROADWAY CONDITIONS

**Firm:** WSP

**Years of Experience:** 23

**Education:** MS, Civil Engineering, University of Wisconsin-Milwaukee, 2004; BS, Civil Engineering, Pontificia Universidad Javeriana, Bogotá, Colombia, 2001

### Career Overview

Carlos' technical experience includes Project Development and Environment Studies (PD&E), traffic operational analyses, microsimulation modeling, safety analyses, traffic impact studies, ITS/TSM&O, transit planning and operations, managed/tolled/express lanes planning and operations, and Geographic Information Systems (GIS). Some of his professional responsibilities include project management, marketing, business development, and production of studies and technical reports for a variety of infrastructure projects. He currently leads the traffic and ITS practice in the State of Florida.

## PROJECT EXPERIENCE

### ***District Transportation Systems Management and Operations***

**Contract, FDOT District 4, FL:** Project manager responsible for improving the efficiency of the arterial management transportation network through performance monitoring, active arterial management, and integrating freeway management with arterial management strategies. Supervised floor managers, and operators at the Broward and Palm Beach Counties Traffic Management Centers.

**Oakland Park Boulevard PD&E, Broward County Transit, FL:** Lead traffic engineer responsible for the evaluation of alternatives, development of Synchro, and Vissim models, historical crash analysis, safety analysis of proposed alternatives and project traffic forecasting, which includes the calculation and evaluation of traffic diversion. This project follows the new guidance from FDOT Central Office for lane repurposing projects. Responsibilities included coordination with FDOT D4, and Florida's Turnpike Enterprise.

**North Corridor PD&E, FDOT District 6, FL:** Lead traffic engineer responsible for the evaluation of alternatives and the development of Synchro and Vissim models to analyze the Locally Preferred Alternative (LPA). Traffic analysis involve the evaluation of median openings closures to accommodate center piers in the median to support the structure of the elevated rail. Carlos is also responsible for evaluating access to the proposed Park and Ride locations. The PD&E is also performing a safety analysis of existing and future conditions. Responsibilities include coordination with Miami-Dade County and Florida's Turnpike Enterprise.

### ***Miscellaneous Transportation and Traffic Engineering Support***

**Services, City of Miami, FL:** Project manager responsible for providing services to the Department of Resilience & Public Works, Transit and Mobility Division, and any other City Agencies. Our team is responsible for completing independent traffic studies for new developments within the City of Miami and studies completed by others.

**SR 710 CAV Freight Pilot Project, FDOT District 4, FL:** Project principal and QAQC Manager for this stand-alone pilot project that will serve as a springboard to advance connected vehicle (CV) and automated vehicle (AV) traffic control and communications along the corridor. Project focuses on upgrading signal control and operations while implementing technology, such as: flashing yellow arrow left turn signals, leading pedestrian intervals, passive pedestrian and bicycle detection, and adaptive traffic control system.

### ***US-1 Multimodal and Roadway Analysis, Miami-Dade TPO, FL:***

Project manager responsible for developing an analysis along US-1 from the Dadeland South Metrorail Station just north of SW 95th Street to SW 344th Street/Palm Drive to provide recommendations to maximize future capacity for this corridor via multimodal and/or roadway improvements. Responsibilities included coordination with FDOT, Miami-Dade County, Florida's Turnpike Enterprise, and various municipalities along the corridor.

### ***Systemwide Level of Service Analysis, Miami-Dade TPO, FL:***

Project manager responsible for evaluating the performance, observed trends, and capacity of the existing transportation system network. The study evaluated the County's roadway, transit and non-motorized facilities to determine if they meet the current travel demands. Responsibilities included coordination with FDOT, Miami-Dade County, Florida's Turnpike Enterprise, and GMX.



**SHRIRAM  
RAMARATNAM,  
AVMP**  
CORRIDOR AND  
SUBAREA ANALYSIS

**Firm:** WSP

**Years of Experience:** 18

**Education:** MSC, Chemistry,  
Birla Institute Of Technology;  
MS, Civil Engineering,  
University Of South Florida

**Career Overview**

*Shriram has experience in consulting, operations, and project management. His technical expertise includes Corridor Studies, Multimodal Planning and Design, Transit PD&E Studies, Complete Streets, Bus Rapid Transit (BRT) Planning and Design, FHWA/FTA Grant Applications, Transit Signal Priority (TSP), Transit Operations, Regional Fare Interoperability, and Big Data. He has worked on several projects providing technical expertise to design and implement high quality transportation systems and policy solutions that make cities more livable, sustainable, and equitable. His recent projects include providing multimodal street improvements and premium transit service as a part of the Strategic Miami Area Rapid Transit (SMART) Plan, Broward County Premium Mobility Plan (PREMO) and Palm Beach County 561 Plan (Enhanced Transit Corridors).*

**PROJECT EXPERIENCE**

***Palm Tran Transit Signal Priority Implementation Minimum Technical Requirements (MTR), Palm Beach County, FL:*** The scope of study covers the development of a detailed framework for transit signal priority implementation (TSP), with integration of emergency vehicle preemption (EVP), in Palm Beach County. The scope also includes preparation of an updated Minimum Technical Requirements (MTR) document, including specific hardware and software upgrades and required system integration, and specific operating rules. This will also include more specific recommendations on a project delivery mechanism, with construction bidding requirements, with the culmination being the development of a RFP for TSP/EVP implementation.

***Oakland Park Boulevard Bus Rapid Transit Corridor Study, Broward County, FL:*** The Oakland Park Boulevard BRT Corridor study seeks to implement a transit capital investment along the existing Oakland Park Boulevard transportation corridor. The project study limits are between SR A1A and Sawgrass Mills Mall via Oakland Park Boulevard. The project limits are approximately 15.4 miles in length which traverses through six (6) municipalities to include Fort Lauderdale, Oakland Park, Wilton Manors, Lauderdale Lakes, Lauderhill, and Sunrise. This project is in the planning and development phase. Shriram, as the Deputy Project Manager, is responsible for developing and coordinating engineering analysis, environmental, noise and vibration, existing traffic and transit conditions, travel demand model development and ridership estimation, alternatives analysis and evaluation, and selection of preferred alternative alignment.

***Palm Tran Route Performance Maximization (RPM) 2.0 Study, Palm Beach County, FL:*** The RPM, completed in 2018, was a comprehensive restructuring of Palm Tran's fixed-route service and included the introduction of a flex-route system, Go Glades, which specifically services the western area of Palm Beach County. WSP provided cost and operational efficiency recommendations that benefitted both fixed-route and paratransit service. WSP also examined integrating Palm Tran's fixed-route services with short-distance transportation offerings like bicycle and scooter rental services that extend the reach of transit by providing first-and-last mile options to transit users as well as local short-distance travelers. The plan also examined integration with taxi operators, TNCs like Uber and Lyft, and micro-transit providers to provide-first-and-last mile and possible curb-to-curb or curb-to-hub services in areas adjacent to the fixed-route network that can be characterized with low development densities, poor access for transit vehicles or other challenges that make them difficult to serve efficiently with fixed route transit.

***Palm Tran Transit Signal Priority Feasibility Study, Palm Beach County, FL:*** Palm Tran is studying the feasibility of implementing transit signal priority (TSP) across the system in Palm Beach County. The first phase of the study includes a peer review of TSP application sites, developing a methodology to identify and prioritize TSP intersection locations and priority corridors, and identifying high-level costs and benefits. The experience of other transit agencies and urban areas in the U.S. in defining and evaluating TSP implementation programs is also addressed. As a second phase of the TSP implementation study, a TSP architecture and Concept of Operations for TSP will be developed, as well as more specific recommendations on signal hardware and software and bus detection systems to activate TSP, with refined costs.



**CHRISTINE  
FANCHI,  
PE,PTP,RSP  
DEVELOP  
RECOMMENDED  
DESIGN/RESILIENCY  
PRINCIPLES**

**Firm:** WSP

**Years of Experience:** 25

**Education:** BSCE, Auburn  
University

### **Career Overview**

*Christine has over 26 years of transportation planning and engineering experience working within the private and public sectors. Her passion and expertise involves complete streets and designing streets for the most vulnerable users utilizing Vision Zero principals. Christine is able to utilize her planning/technical experience alongside her excellent communication skills to leverage positive outcomes. Christine led the NACTO Designing Cities conference in 2013 and contributed to the NACTO Urban Street Design Guide. Before joining WSP, Christine most recently served as County Transportation Engineer for Escambia County, City Transportation Engineer for City of Fort Lauderdale, and City Transportation Planner for City of Avondale.*

## **PROJECT EXPERIENCE**

**SR A1A Multimodal Implementation Study, FDOT District 4, Fort Lauderdale, FL:** Project Manager to increase safety and access for multimodal operations within 28 miles of SRA1A along the Atlantic Ocean. Tourism, evacuation, and storm erosion all add to the challenge of this narrow right-of-way providing access to local beaches. Crash safety analysis, multimodal level of stress analysis, stakeholder interviews, and field visits identify issues for design team to evaluate improvements such as narrower lanes, pedestrian refuges with signalized crosswalk, wider/shaded sidewalks, green infrastructure, traffic calming, protected bike lanes, and intersection improvements. Worked directly with local agency stakeholders to deliver a progressive plan to create a multimodal A1A where pedestrian safety is priority while concepts vetted for feasibility and programming.

**Broward SS4A Regional Safety Action Plan, Broward MPO/Broward County, FL:** Project Manager leading the Broward Safety Action Plan to create a data-driven action-oriented plan to reduce severe injuries and traffic fatalities to zero for Broward County. The plan includes over 40 deliverables including safety and equity analysis, nine focused safety action plans, prioritized project list, safety countermeasures toolbox, safer streets policy recommendations, conceptual corridor designs/cost estimates, quick-build design plans, safe streets design manual, and 1,000 Little Things Safety Program. Additionally, the team will be developing a safe streets website, educational/awareness campaign, public meetings and workshops, and targeted educational events. Multiple practitioner training sessions executed to deliver and share the tools of creating safer streets to the practitioners in Broward County designed and planning our streets so that together we can achieve zero fatalities and serious injuries in Broward.

**SR 426 Safety Coalition and Concept Plan Development, SR 426, Park Avenue to N. Lakemont Avenue, FDOT D4, Winter Park, FL:** Deputy Project Manager/Lead Concept Designer. The multi-discipline WSP team delivered a safety improvement project, in collaboration with the City of Winter Park, as part of the implementation of a 3R (Resurfacing, Restoration & Rehabilitation) project through a new process called a "coalition." SR 426 major stakeholders gather numerous times during the conceptual design phase to understand historical issues while tackling mobility and safety concerns. The WSP team includes planning, bike/pedestrian planning, traffic analysis and modeling, roadway design, drainage design, signalization design, structural design, in addition to graphics and public outreach. Final preferred alternative included nearly 30 safety countermeasures designed to a 30% plan, cost estimate, maintenance agreement, and design variances.

**SR 968 Flagler Street Demonstration Project for Dedicated BAT (Business and Transit Only) Lanes FDOT D6, Miami, FL:** Deputy Project Manager- Pilot project to final design the repurposing of the outside lane from vehicular traffic to a dedicated BAT lane and measure the before/after effects of safety, mobility, and transit ridership. The project includes detailed traffic simulation model to understand travel times and traffic diversion, environmental analysis, public engagement and outreach, and final engineering design plans for implementation. Final submittal included lane repurposing study, final design plans, engineering variances, and final traffic engineering report.



**MD SAKOAT  
HOSSAN, PE, PTOE,  
RSP, PMP**

QUALITY AND LEVEL OF  
SERVICE STANDARDS  
AND PERFORMANCE  
MEASURES

**Firm:** WSP

**Years of Experience:** 13

**Education:** BS, Civil  
Engineering, Bangladesh  
University of Engineering and  
Technology, 2009; MSc, Civil,  
Florida International University  
(FIU), 2015; PhD, Civil, Florida  
International University, 2016

**Career Overview**

MD Sakoat Hossan is a Professional Engineer (PE), Professional Traffic Operations Engineer (PTOE), Road Safety Professional (RSP) and Project Management Professional (PMP). He has extensive experience in a wide range of PD&E projects including arterial road, freeways, interchanges, and transit. Sakoat is currently serving as a standing committee member of the Transportation Research Board (TRB) Managed Lanes Committee (ACP35). He is also serving as the secretary of the Central-Northeast Florida Section of ITE (CNFLITE).

**PROJECT EXPERIENCE**

**Oakland Park Blvd BRT Corridor Study, Broward County/ FDOT District 4, FL:** Sakoat is leading the traffic operational (e.g., Capacity, LOS) and safety analysis efforts for different project alternatives of the Oakland Park Blvd BRT Corridor Study.

**North Corridor Rapid Transit Corridor PD&E Study, FDOT District 6, FL:** Sakoat is leading the traffic operational (e.g., Capacity, LOS) and safety analysis efforts for different project alternatives of the North Corridor PD&E Study.

**Flagler Street Smart Demonstration Project, FDOT District 6, FL:** Sakoat is leading the effort to conduct traffic operational (e.g., Capacity, LOS) and safety analysis for the Flagler Street SMART Demonstration Project in Miami-Dade County, FL.

**SS4A, Broward MPO, FL:** Sakoat is one of the leads for the Broward Safety Action Plan (BSAP). He is leading Neighborhood Safety Action Plan, which is one of the nine action plans of BSAP. The goal of the Neighborhood Safety Action Plan is to achieve zero fatalities in Broward County through the implementation of safety measures on local streets in every neighborhood. In addition, Sakoat is supporting traffic analysis (e.g., Capacity, LOS) for the selected priority roadway corridors.

**SR 405 Corridor Study, FDOT District 5, FL:** Sakoat is leading traffic operational (e.g., Capacity, LOS) and safety analysis for the SR 405 Corridor Study. The study will assess the need for capacity and multi-modal improvements due to the growing population and travel demand in the vicinity of the corridor.

**SR 426 Coalition, FDOT District 5, FL:** Sakoat is leading traffic operational (e.g., Capacity, LOS) and safety analysis for the SR 426 coalition project. The project aims to improve overall safety of the corridor by implementing speed management strategies. By analyzing historical crashes and traffic operational impacts, Sakoat recommends a set of roadways, traffic operational and safety related improvements along the corridor.

**I-4 Sand Lake Rd Design Build, FDOT District 5, FL:** Sakoat led the traffic operational (e.g., Capacity, LOS) analysis effort to develop alternative technical concept (ATC) as it relates to Diverging Diamond Interchange (DDI) to help win the Design Build project. In addition, Sakoat supports safety analysis for the roadways.

**I-75 Fruitville Rd Design Build, FDOT District 1, FL:** Sakoat led the traffic operational (e.g., Capacity, LOS) analysis effort to develop alternative technical concept (ATC) as it relates to Diverging Diamond Interchange (DDI).

**Las Olas Blvd Design Services, City of Fort Lauderdale, FL:** Sakoat is leading traffic operational (e.g., Capacity, LOS) analysis for the Las Olas Blvd corridor phase 1 segment from South Andrews Avenue to Southeast 17th Avenue.

**Jackson Street Master Plan, Escambia County, FL:** Sakoat led traffic operational (e.g., Capacity, LOS) analysis and safety analysis to develop an implementable master plan for the Jackson St corridor in Escambia County.

**3.3.3** Our Project Manager, Claudia Bilotto, AICP and Deputy Project Manager, Murriah Dekle will be responsible for handling and monitoring this Contract.

**3.3.4** Similar projects are shown for all staff members on their respective resumes found in section 3.3.2

**3.3.5** The WSP team possesses a wealth of knowledge about local regulatory agencies and laws that are applicable to the development of a comprehensive transportation network, and this deep expertise extends to the intricacies of transportation infrastructure funding.

**The Florida Team:** Uyen Dang previously has served as the City of West Palm Beach the traffic engineer, where she oversaw the adoption of the West Palm Beach Multimodal Transportation Program. WSP's Sandy Amores, the contract manager for the PalmTran General Planning consultant contract, requires a strong working familiarity with the rules and regulations for transportation work in Palm Beach County and Florida. Other team members work with FTA to obtain federal funding for transportation projects, while others are knowledgeable with FDOT District 4 and Central Office funding and project development processes.

**3.3.6** WSP has extensive local knowledge, and an office in Palm Beach County. WSP has added to its local knowledge by adding Palm Beach County firms to our team. The Green Group and GOAL associates are DBE certified by Palm Beach County. The Green Group will be developing the project websites. GOAL Associates will be leading the project's traffic analysis under guidance of WSP experts. Uyen Dang, Principal of DDED, has worked extensively to advance mobility options in Palm Beach County, and will serve as a strategic project advisor. Quest USA is part of the WSP Palm Tran team, and has extensive Palm Beach County based outreach experience and is familiar with the issues, facility locations, and social media presence within Palm Beach County. Through its Seven50 experience, South Florida based Dover Kohl is also familiar with Palm Beach County potential for growth and the challenges to its transportation system that come with it. Together, this team is committed to developing the future transportation system that melds Palm Beach County's needs and future vision.

## 3.5 COMMERCIAL NON-DISCRIMINATION

WSP has no instances and agrees to comply with the County's Commercial Non-Discrimination Policy.





# Required Appendices/ Exhibits



**Pages 102 – 240 have been redacted per  
Florida Statutes 119.0715**

# 3.7 PRICE PROPOSAL INFORMATION

APPENDIX A  
PRICE PROPOSAL PAGES  
RFP NO. 25-016/CB

Page 1 of 2

1. The following pricing is submitted as the all inclusive pricing to provide the Planning, Zoning and Building Department with a Countywide Transportation Master Plan in accordance with the Requirements/Scope of Work/Services set forth in this RFP document.

**TOTAL PROPOSED PRICE:** \$           \$995,190.89          

2. Additional Services as indicated in Section 4, Task #15:

| Name               | Job Function | Fully-Burdened Hourly Rate     |
|--------------------|--------------|--------------------------------|
| See attached sheet |              | \$ <u>                    </u> |
|                    |              | \$ <u>                    </u> |
|                    |              | \$ <u>                    </u> |
|                    |              | \$ <u>                    </u> |
|                    |              | \$ <u>                    </u> |

The Proposer certifies by signature below the following:

- a. This pricing is current, accurate complete, and is presented as the Total Pricing, including “out-of-pocket” expenses (if any), for the performance of this Contract in accordance with the Requirements/Scope of Work/Services of this RFP.
- b. This Proposal is current, accurate, complete, and is presented to the County for the performance of this Contract in accordance with all the requirements as stated in this RFP.
- c. The Proposal is submitted without prior understanding, agreement, or connection with any corporation, firm, or person submitting a Proposal for the same materials, services, and supplies and is, in all respects, fair and without collusion or fraud.
- d. The financial stability to fully perform the terms and conditions as specified herein. The County reserves the right to request financial information from the proposer at any time during the solicitation process and in any form deemed necessary by the County.

# 3.7 PRICE PROPOSAL (CONTINUED)

## Additional Services as indicated in Section 4, Task #15

| Name                        | Job Function                                                                                                                                         | Fully-Burdened Hourly Rate |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Project Manager             | Project management, master planning, transit planning, grant writing                                                                                 | \$223.45                   |
| Strategic Planner           | Project management, master planning, transit planning, grant writing, long range plans, corridor planning, transit-oriented development, NEPA, PD&Es | \$249.39                   |
| Senior Technical Specialist | Project management, transit planning, grant writing, corridor planning, NEPA, PD&Es                                                                  | \$227.53                   |
| Urban Planner               | Project management, master planning, transit planning, grant writing, Title VI, Annual Reports                                                       | \$196.18                   |
| Lead Engineer               | Transportation Analysis, Transportation Engineering                                                                                                  | \$174.05                   |
| Transportation Analyst      | Transportation and traffic analysis                                                                                                                  | \$161.44                   |
| Technical Specialist III    | transit planning, land use analysis, corridor planning                                                                                               | \$162.68                   |
| Consultant                  | Data analysis, GIS, land use planning                                                                                                                | \$144.67                   |
| Transit Planner             | Transit planning, transportation analysis, transit-oriented development, graphic design, land use planning                                           | \$159.50                   |
| Special Advisor             | Project Management, data analytics, traffic analysis, sentiment analysis                                                                             | \$349.99                   |
| Principal Consultant        | Strategic advisor, project management, data analytics, traffic analysis, sentiment analysis                                                          | \$330.61                   |
| Principal II                | Strategic advisor, project management, data analytics, traffic analysis, sentiment analysis                                                          | \$279.33                   |

# 3.7 PRICE PROPOSAL I (CONTINUED)

## APPENDIX A PRICE PROPOSAL PAGES RFP NO. 25-016/CB

### Page 2 of 2

e. The information in Section 3.5 Commercial Non-Discrimination Certification is true and correct to the best of the Proposer's knowledge.

f. There are no legal proceedings required to be disclosed, as required by Section 3.5 Commercial Non-Discrimination except as disclosed in Proposer's proposal, if any.

Note: Failure to certify and submit the required information, if applicable, shall deem your proposal non-responsive.

**IMPORTANT: FAILURE TO SUBMIT THESE PAGES, INCLUDING ALL REQUIRED INFORMATION AND SIGNATURES, WILL BE CAUSE FOR "IMMEDIATE REJECTION" OF THE ENTIRE PROPOSAL RESPONSE.**

NAME (PRINT): Santiago (Sandy) Amores

TITLE: Sr. Vice President, South Florida Local Business Line Leader

COMPANY: WSP USA Inc.

ADDRESS: 3825 PGA Blvd., Suite 205,

CITY/STATE/ZIP: Palm Beach Gardens, FL 33410

TELEPHONE NO. 305-459-4200

SIGNATURE: 

# 3.8 BUSINESS INFORMATION

## APPENDIX B BUSINESS INFORMATION RFP NO. 25-016/CB

Full Legal Name of Entity: WSP USA Inc.  
(Exactly as it is to appear on the Contract/Agreement)  
Entity Address: 3825 PGA Blvd., Suite 205, Palm Beach Gardens, FL 33410

Telephone Number: ( 786 ) 216-5695 Fax Number: ( N/A )

Form of Entity:  
☒ Corporation  
☐ Limited Liability Company  
☐ Partnership, General  
☐ Partnership, Limited  
☐ Joint Venture  
☐ Sole Proprietorship

Federal I.D. Number: 11-1531569

(1) If Proposer is a subsidiary, state name of parent company.

Parsons Brinckerhoff Holdings Inc.  
Caution: All information provided herein must be as to Proposer (subsidiary) and not as to parent company.

(2) Is Entity registered to do business in the State of Florida? Yes ☒ No ☐

If **yes** to the above, as of what date? March 5, 1973

If not presently registered with the Division of Corporations to do business in the State of Florida as either a Florida or foreign corporation, Proposer acknowledges, by signing below, that if it is the Awardee it will register with the State of Florida prior to the effective date of the contract with Palm Beach County.

SIGNATURE: 

NAME (PRINT): Santiago (Sandy) Amores

TITLE: Sr. Vice President, South Florida Local Business Line Leader

COMPANY: WSP USA Inc.

# 3.9 DEBARMENT AND SUSPENSION

## APPENDIX G CERTIFICATION REGARDING DEBARMENT AND SUSPENSION RFP NO. 25-016/CB

The Contractor certifies that:

- a. This contract is a covered transaction for purposes of 2 C.F.R. pt. 180, subpart C, and 31 C.F.R. pt. 19, subpart C. As such the Contractor is required to verify that none of the Contractor, its principals (defined at 2 C.F.R. §180.995), or its affiliates (defined at 2 C.F.R. §180.905) are excluded (defined at 2 C.F.R. §180.940) or disqualified (defined at 2 C.F.R. §180.935).
- b. The Contractor must comply with 2 C.F.R. pt. 180, subpart C, and 31 C.F.R. pt. 19, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- c. This certification is a material representation of fact relied upon by County (subgrantee). If it is later determined that the Contractor did not comply with 2 C.F.R. pt. 180, subpart C, and 31 C.F.R. pt. 19, subpart C, in addition to remedies available to County, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- d. The Contractor shall comply with the requirements of 2 C.F.R. pt. 180, subpart C, and 31 C.F.R. pt. 19, subpart C, while this offer is valid and throughout the period of any contract that may arise from this offer. The Contractor further agrees to include a provision requiring such compliance in its lower tier covered transactions, including submission to Contractor of this Certification completed by its suppliers, subcontractors and subconsultants.

**COMPANY NAME:** WSP USA Inc.

**ADDRESS:** 3825 PGA Blvd., Suite 205, Palm Beach Gardens, FL 33410

**COMPANY'S AUTHORIZED OFFICIAL:**

Santiago (Sandy) Amores; Sr. Vice President,  
South Florida Local Business Line Leader

**Name and Title**



**Signature**

02/12/25

**Date**

# 3.10 AMENDMENTS TO THE RFP (1)

AMENDMENT No. 1 to  
RFP No. 25-016/CB  
Page 3 of 3

coverage throughout the term of this Agreement, the CONSULTANT shall deliver to the COUNTY or COUNTY's designated representative a signed Certificate(s) of Insurance evidencing that all types and minimum limits of insurance coverage required by this Contract have been obtained and are in force and effect. Certificates shall be issued to:

Palm Beach County Board of County Commissioners

And may be addressed:

c/o Department

Using the address as indicated in the "Notices" article or another address on agreement of the parties.

- G. **Right to Revise or Reject:** COUNTY, by and through its Risk Management Department in cooperation with the contracting/monitoring department, reserves the right to review, modify, reject, or accept any required policies of insurance, including limits, coverage, or endorsements.

**NOTE:** Please acknowledge receipt of this Amendment No. 1 by signing below and returning this page with your Proposal Response. Each Amendment to the RFP shall be signed by an authorized agent and submitted with the proposal or the proposal shall be deemed non-responsive.



Melody Thelwell, Director

**ACKNOWLEDGMENT:**

WSP USA Inc.

COMPANY NAME



SIGNATURE

02/12/25

DATE

# 3.10 AMENDMENTS TO THE RFP (2)

AMENDMENT No. 2 to  
RFP No. 25-016/CB  
Page 2 of 2

WSP USA Inc.

COMPANY NAME



SIGNATURE

02/12/25

DATE

# 3.10 AMENDMENTS TO THE RFP (3)

AMENDMENT No. 3 to  
RFP No. 25-016/CB  
Page 5 of 5

All changes addressed in this Amendment No. 3 shall be incorporated into RFP No. 25-016/CB and the final contract. All other terms and conditions of the RFP.

**NOTE:** Please acknowledge receipt of this Amendment No. 3 by signing below and returning this page with your Proposal Response. Each Amendment to the RFP shall be signed by an authorized agent and submitted with the proposal or the proposal shall be deemed non-responsive.



Melody Thelwell, Director

**ACKNOWLEDGMENT:**

WSP USA Inc.

COMPANY NAME



SIGNATURE

02/12/25

DATE

# 3.11 HUMAN TRAFFICKING AFFIDAVIT

## EXHIBIT D

### NONGOVERNMENTAL ENTITY HUMAN TRAFFICKING AFFIDAVIT

Section 787.06(13), Florida Statutes

THIS AFFIDAVIT MUST BE SIGNED AND NOTARIZED

I, the undersigned, am an officer or representative of WSP USA Inc  
(CONSULTANT) and attest that CONSULTANT does not use coercion for labor or services as defined in section 787.06, Florida Statutes.

**Under penalty of perjury, I hereby declare and affirm that the above stated facts are true and correct.**

  
(signature of officer or representative)  
representative)

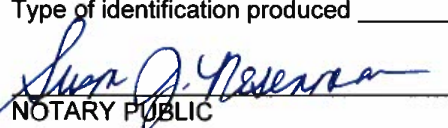
Santiago (Sandy) Amores - Sr. Vice President,  
South Florida Local Business Line Leader  
(printed name and title of officer or

**State of Florida, County of Palm Beach**

Sworn to and subscribed before me by means of ☒ physical presence or ☐ online notarization this, 17 day of February, by Santiago Amores

Personally known ☒ OR produced identification ☐.

Type of identification produced \_\_\_\_\_.

  
NOTARY PUBLIC  
My Commission Expires:  
State of Florida at large



(Notary Seal)

# APPENDIX C

## OEBO SCHEDULE 1

### OEBO SCHEDULE 1

SOLICITATION/PROJECT/BID NAME: Countywide Transportation Master Plan (CTMP)  
SOLICITATION OPENING/SUBMITTAL DATE: December 12, 2024/March 4, 2025

SOLICITATION/PROJECT/BID NO.: RFP NO. 25-016/CB  
COUNTY DEPARTMENT: Planning, Zoning and Building Department

**Section A** PLEASE LIST THE DOLLAR AMOUNT OR PERCENTAGE OF WORK TO BE COMPLETED BY THE PRIME CONTRACTOR/CONSULTANT\* ON THE PROJECT:

NAME OF PRIME RESPONDENT/BIDDER: WSP USA Inc. ADDRESS: 3825 PGA Blvd., Suite 205 Palm Beach Gardens, FL 33410  
CONTACT PERSON: Santiago (Sandy) Amores PHONE NO.: 305-459-4200 E-MAIL: Sandy.Amores@wsp.com

PRIME'S DOLLAR AMOUNT OR PERCENTAGE OF WORK: 52%

\*SMWBE Prime's must include their percentage or dollar amount in the Total Participation line under section B.

Non-SBE ☒ MBE ☐ WBE ☐ SBE ☐

**Section B** PLEASE LIST THE DOLLAR AMOUNT OR PERCENTAGE OF WORK TO BE COMPLETED BY ALL SUBCONTRACTORS/SUBCONSULTANTS ON THE PROJECT BELOW:

| Subcontractor/Sub consultant Name                                            | (Check all Applicable Categories)   |                                     |                                     |                                     | DOLLAR AMOUNT OR PERCENTAGE OF WORK |          |       |           |       |       |
|------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|----------|-------|-----------|-------|-------|
|                                                                              | Non-SBE                             | MBE                                 | WBE                                 | SBE                                 | Black                               | Hispanic | Women | Caucasian | Asian | Other |
|                                                                              |                                     | Minority Business                   | Women Business                      | Small Business                      |                                     |          |       |           |       |       |
| 1. Carahsoft Technology Corporation                                          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | -                                   | -        | -     | -         | -     | 10%   |
| 2. Green Group Studio, Inc.                                                  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | -                                   | 3%       | 3%    | -         | -     | -     |
| 3. Goal Associates, Inc.                                                     | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | 12%                                 | -        | -     | -         | -     | -     |
| 4. Caltran Engineering Group, Inc.                                           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | -                                   | -        | -     | -         | -     | 2%    |
| 5. DDEC, LLC                                                                 | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | -                                   | -        | -     | -         | -     | 4%    |
| (Please use additional sheets if necessary) additional subs on another sheet |                                     |                                     |                                     |                                     | Total                               | 12%      | 3%    | 3%        | -     | 16%   |

Total Bid/Offer Price \$ \$995,190.89

Total Certified S/M/WBE Participation \$ 180K

I hereby certify that the above information is accurate to the best of my knowledge: Santiago (Sandy) Amores

Name & Authorized Signature

SVP, South Florida Local Business Line Leader Title

**Note:**

- The amount listed on this form for a Subcontractor/sub consultant must be supported by price or percentage listed on the properly executed Schedule 2 or attached signed proposal.
- Only those firms certified by Palm Beach County at the time of solicitation due date are eligible to meet the established OEBO Affirmative Procurement Initiative (API). Please check the applicable box and list the dollar amount or percentage under the appropriate demographic category.
- Modification of this form is not permitted and will be rejected upon submittal.

REVISED 09/22/2022

**This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.**

# APPENDIX C

## OEBO SCHEDULE 1 (CONTINUED)

### OEBO SCHEDULE 1

SOLICITATION/PROJECT/BID NAME: Countywide Transportation Master Plan (CTMP)  
SOLICITATION OPENING/SUBMITTAL DATE: December 12, 2024/March 4, 2025

SOLICITATION/PROJECT/BID NO.: RFP NO. 25-016/CB  
COUNTY DEPARTMENT: Planning, Zoning and Building Department

#### Section A PLEASE LIST THE DOLLAR AMOUNT OR PERCENTAGE OF WORK TO BE COMPLETED BY THE PRIME CONTRACTOR/CONSULTANT\* ON THE PROJECT:

NAME OF PRIME RESPONDENT/BIDDER: WSP USA Inc. ADDRESS: 3825 PGA Blvd., Suite 205 Palm Beach Gardens, FL 33410  
CONTACT PERSON: Santiago (Sandy) Amores PHONE NO.: 305-459-4200 E-MAIL: Sandy.Amores@wsp.com

PRIME'S DOLLAR AMOUNT OR PERCENTAGE OF WORK: 52%

\*SMWBE Prime's must include their percentage or dollar amount in the Total Participation line under section B.

Non-SBE ☒ MBE ☐ WBE ☐ SBE ☐

#### Section B PLEASE LIST THE DOLLAR AMOUNT OR PERCENTAGE OF WORK TO BE COMPLETED BY ALL SUBCONTRACTORS/SUBCONSULTANTS ON THE PROJECT BELOW:

| Subcontractor/Sub consultant Name                     | (Check all Applicable Categories)   |                          |                          |                          | DOLLAR AMOUNT OR PERCENTAGE OF WORK |          |       |           |       |       |
|-------------------------------------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|----------|-------|-----------|-------|-------|
|                                                       | Non-SBE                             | MBE                      | WBE                      | SBE                      | Black                               | Hispanic | Women | Caucasian | Asian | Other |
|                                                       | Minority Business                   | Women Business           | Small Business           |                          |                                     |          |       |           |       |       |
| 1. The Image Network, Inc. dba Dover, Kohl & Partners | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | -                                   | -        | -     | -         | -     | 7%    |
| 2. Quest Corporation of America, Inc.                 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | -                                   | -        | -     | -         | -     | 7%    |
| 3.                                                    | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | -                                   | -        | -     | -         | -     | -     |
| 4.                                                    | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | -                                   | -        | -     | -         | -     | -     |
| 5.                                                    | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | -                                   | -        | -     | -         | -     | -     |
| (Please use additional sheets if necessary)           |                                     |                          |                          |                          |                                     |          |       |           |       |       |
| Total                                                 |                                     |                          |                          |                          |                                     |          |       |           |       | 14%   |

Total Bid/Offer Price \$ 995,190.89

Total Certified S/M/WBE Participation \$ 180K (notated on other sheet)

I hereby certify that the above information is accurate to the best of my knowledge: Santiago (Sandy) Amores

Name & Authorized Signature

SVP, South Florida Local Business Line Leader

Title

- Note:
- The amount listed on this form for a Subcontractor/sub consultant must be supported by price or percentage listed on the properly executed Schedule 2 or attached signed proposal.
  - Only those firms certified by Palm Beach County at the time of solicitation due date are eligible to meet the established OEBO Affirmative Procurement Initiative (API). Please check the applicable box and list the dollar amount or percentage under the appropriate demographic category.
  - Modification of this form is not permitted and will be rejected upon submittal.

REVISED 09/22/2022

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# APPENDIX C

## OEBO SCHEDULE 2

Carahsoft is the distributor of Google Public Sector.

### OEBO LETTER OF INTENT – SCHEDULE 2

A completed Schedule 2 is a binding document between the Prime Contractor/consultant and a Subcontractor/subconsultant (for any tier) and should be treated as such. The Schedule 2 shall contain bolded language indicating that by signing the Schedule 2, both parties recognize this Schedule as a binding document. All Subcontractors/subconsultants, including any tiered Subcontractors/subconsultants, must properly execute this document. Each properly executed Schedule 2 must be submitted with the bid/proposal.

SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc. Subcontractor: Carahsoft Technology Corporation

(Check box(s) that apply)

☐ SBE ☐ WBE ☐ MBE ☐ M/WBE ☒ Non-S/M/WBE Date of Palm Beach County Certification (if applicable): \_\_\_\_\_

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☐ Male ☐ Female

☐ African-American/Black ☐ Asian American ☐ Caucasian American

☐ Supplier

☐ Hispanic American ☐ Native American

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description   | Unit Price | Quantity/ Units | Contingencies/ Allowances | Total Price/Percentage |
|-----------|--------------------|------------|-----------------|---------------------------|------------------------|
| 1         | Sentiment Analysis | N/A        | N/A             | N/A                       | 10%                    |
|           |                    |            |                 |                           |                        |
|           |                    |            |                 |                           |                        |
|           |                    |            |                 |                           |                        |
|           |                    |            |                 |                           |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 10%

If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

Price or Percentage: \_\_\_\_\_

WSP USA Inc.

Print Name of Prime

By: [Signature]

Authorized Signature

Santiago (Sandy) Amores

Print Name

Sr. Vice President, South Florida

Local Business Line Leader

Title

Date: 2/21/25

Carahsoft Technology Corporation

Print Name of Subcontractor/subconsultant

By: [Signature]

Authorized Signature

Jeff Dowdy

Print Name

Director

Title

Date: 2/21/25

Revised 09/17/2019

**This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.**

# APPENDIX C

## OEBO SCHEDULE 2

### OEBO LETTER OF INTENT – SCHEDULE 2

A completed Schedule 2 is a binding document between the Prime Contractor/consultant and a Subcontractor/subconsultant (for any tier) and should be treated as such. The Schedule 2 shall contain bolded language indicating that by signing the Schedule 2, both parties recognize this Schedule as a binding document. All Subcontractors/subconsultants, including any tiered Subcontractors/subconsultants, must properly execute this document. Each properly executed Schedule 2 must be submitted with the bid/proposal.

SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc.

Subcontractor: Green Group Studio, Inc.

(Check box(s) that apply)

☒ SBE ☐ WBE ☐ MBE ☒ M/WBE ☐ Non-S/M/WBE Date of Palm Beach County Certification (if applicable): 5/1/2022

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☐ Male ☒ Female

☐ African-American/Black ☐ Asian American ☐ Caucasian American

☐ Supplier

☒ Hispanic American ☐ Native American

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description                                       | Unit Price | Quantity/Units | Contingencies/Allowances | Total Price/Percentage |
|-----------|--------------------------------------------------------|------------|----------------|--------------------------|------------------------|
| 1         | 91548 (Graphic Arts Services), 91596 (Web Page Design) | N/A        | N/A            | N/A                      | 6%                     |
|           |                                                        |            |                |                          |                        |
|           |                                                        |            |                |                          |                        |
|           |                                                        |            |                |                          |                        |
|           |                                                        |            |                |                          |                        |
|           |                                                        |            |                |                          |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 6%

If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

N/A

Price or Percentage: N/A

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

WSP USA Inc.

Print Name of Prime

By: [Signature]  
Authorized Signature

Santiago (Sandy) Amores

Print Name

Sr. Vice President, South Florida  
Local Business Line Leader

Title

Date: 2/21/25

Green Group Studio, Inc.

Print Name of Subcontractor/subconsultant

By: [Signature]  
Authorized Signature

Clara Borza

Print Name

Co-Owner & Creative Director

Title

Date: 2/24/25

This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.

# APPENDIX C

## OEBO SCHEDULE 2

### OEBO LETTER OF INTENT – SCHEDULE 2

A completed Schedule 2 is a binding document between the Prime Contractor/consultant and a Subcontractor/subconsultant (for any tier) and should be treated as such. The Schedule 2 shall contain bolded language indicating that by signing the Schedule 2, both parties recognize this Schedule as a binding document. All Subcontractors/subconsultants, including any tiered Subcontractors/subconsultants, must properly execute this document. Each properly executed Schedule 2 must be submitted with the bid/proposal.

SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc.

Subcontractor: GOAL Associates, Inc.

(Check box(s) that apply)

☒ SBE ☐ WBE ☒ MBE ☐ M/WBE ☐ Non-S/M/WBE

Date of Palm Beach County Certification (if applicable): 11/12/2024

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☒ Male ☐ Female

☒ African-American/Black ☐ Asian American ☐ Caucasian American  
☐ Hispanic American ☐ Native American

☐ Supplier

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description                                              | Unit Price | Quantity/ Units | Contingencies/ Allowances | Total Price/Percentage |
|-----------|---------------------------------------------------------------|------------|-----------------|---------------------------|------------------------|
| 1         | 91894 (Traffic Consulting), 91896 (Transportation Consulting) | N/A        | N/A             | N/A                       | 12%                    |
|           |                                                               |            |                 |                           |                        |
|           |                                                               |            |                 |                           |                        |
|           |                                                               |            |                 |                           |                        |
|           |                                                               |            |                 |                           |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 12%

If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

Price or Percentage: \_\_\_\_\_

WSP USA Inc.

Print Name of Prime

By: S. Amores

Authorized Signature

Santiago (Sandy) Amores

Print Name

Sr. Vice President, South Florida  
Local Business Line Leader

Title

Date: 2/21/25

GOAL Associates, Inc.

Print Name of Subcontractor/subconsultant

By: G. Lamprey

Authorized Signature

Godfrey Lamprey, PE, PTOE

Print Name

President

Title

Date: 02/24/2025

Revised 09/17/2019

**This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.**

# APPENDIX C

## OEBO SCHEDULE 2

### OEBO LETTER OF INTENT – SCHEDULE 2

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SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc. Subcontractor: CALTRAN Engineering Group, Inc.

(Check box(s) that apply)

☐ SBE ☐ WBE ☐ MBE ☐ M/WBE ☒ Non-S/M/WBE Date of Palm Beach County Certification (if applicable): \_\_\_\_\_

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☐ Male ☐ Female

☐ African-American/Black ☐ Asian American ☐ Caucasian American

☐ Supplier

☐ Hispanic American ☐ Native American

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description                                     | Unit Price | Quantity/ Units | Contingencies/ Allowances | Total Price/Percentage |
|-----------|------------------------------------------------------|------------|-----------------|---------------------------|------------------------|
| 1         | Data Collection and Transportation Capacity Analysis | N/A        | N/A             | N/A                       | 2%                     |
|           |                                                      |            |                 |                           |                        |
|           |                                                      |            |                 |                           |                        |
|           |                                                      |            |                 |                           |                        |
|           |                                                      |            |                 |                           |                        |
|           |                                                      |            |                 |                           |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 2%

If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

Price or Percentage: \_\_\_\_\_

WSP USA Inc.

Print Name of Prime

By: S. Amores

Authorized Signature

Santiago (Sandy) Amores

Print Name

Sr. Vice President, South Florida  
Local Business Line Leader

Title

Date: 2/21/25

CALTRAN Engineering Group, Inc.

Print Name of Subcontractor/subconsultant

By: J. Calderon

Authorized Signature

Juan Calderon, PE

Print Name

Principal

Title

Date: 2/21/2025

**This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.**

# APPENDIX C

## OEBO SCHEDULE 2

### OEBO LETTER OF INTENT – SCHEDULE 2

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SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc.

Subcontractor: DDEC, LLC.

(Check box(s) that apply)

☐ SBE ☐ WBE ☐ MBE ☐ M/WBE ☒ Non-S/M/WBE Date of Palm Beach County Certification (if applicable): \_\_\_\_\_

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☐ Male ☐ Female

☐ African-American/Black ☐ Asian American ☐ Caucasian American

☐ Supplier

☐ Hispanic American ☐ Native American

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description                                        | Unit Price | Quantity/ Units | Contingencies/ Allowances | Total Price/Percentage |
|-----------|---------------------------------------------------------|------------|-----------------|---------------------------|------------------------|
| 1         | Identification, Engagement and Outreach of Stakeholders | N/A        | N/A             | N/A                       | 4%                     |
|           |                                                         |            |                 |                           |                        |
|           |                                                         |            |                 |                           |                        |
|           |                                                         |            |                 |                           |                        |
|           |                                                         |            |                 |                           |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 4%

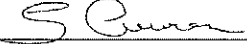
If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

Price or Percentage: \_\_\_\_\_

WSP USA Inc.

Print Name of Prime

By: 

Authorized Signature

Santiago (Sandy) Amores

Print Name

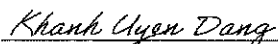
Sr. Vice President, South Florida  
Local Business Line Leader

Title

Date: 2/25/25

DDEC, LLC.

Print Name of Subcontractor/subconsultant

By: 

Authorized Signature

Khanh Uyen Dang

Print Name

Principal

Title

Date: 02/25/2025

Revised 09/17/2019

**This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.**

# APPENDIX C

## OEBO SCHEDULE 2

### OEBO LETTER OF INTENT – SCHEDULE 2

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SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc.

Subcontractor: The Image Network, Inc. dba Dover, Kohl & Partners

(Check box(s) that apply)

☐ SBE ☐ WBE ☐ MBE ☐ M/WBE ☒ Non-S/M/WBE Date of Palm Beach County Certification (if applicable): \_\_\_\_\_

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☐ Male ☐ Female

☐ African-American/Black ☐ Asian American ☐ Caucasian American

☐ Supplier

☐ Hispanic American ☐ Native American

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description   | Unit Price | Quantity/ Units | Contingencies/ Allowances | Total Price/Percentage |
|-----------|--------------------|------------|-----------------|---------------------------|------------------------|
| 1         | Public Involvement | N/A        | N/A             | N/A                       | 7%                     |
|           |                    |            |                 |                           |                        |
|           |                    |            |                 |                           |                        |
|           |                    |            |                 |                           |                        |
|           |                    |            |                 |                           |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 7%

If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

Price or Percentage: \_\_\_\_\_

WSP USA Inc.

Print Name of Prime

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

Authorized Signature

Santiago (Sandy) Amores

Print Name

Sr. Vice President, South Florida  
Local Business Line Leader

Title

Date: 2/21/25

The Image Network, Inc. dba Dover, Kohl & Partners

Print Name of Subcontractor/subconsultant

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

Authorized Signature

Victor Dover

Print Name

President

Title

Date: 2/21/25

This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.

Revised 09/17/2019

# APPENDIX C

## OEBO SCHEDULE 2

### OEBO LETTER OF INTENT – SCHEDULE 2

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SOLICITATION/PROJECT NUMBER: RFP NO. 25-016/CB

SOLICITATION/PROJECT NAME: Countywide Transportation Master Plan (CTMP)

Prime Contractor: WSP USA Inc.

Subcontractor: Quest Corporation of America, Inc.

(Check box(s) that apply)

☐ SBE ☐ WBE ☐ MBE ☐ M/WBE ☒ Non-S/M/WBE Date of Palm Beach County Certification (if applicable): \_\_\_\_\_

The undersigned affirms they are the following (select one from each column if applicable):

**Column 1**

**Column 2**

**Column 3**

☐ Male ☐ Female

☐ African-American/Black ☐ Asian American ☐ Caucasian American

☐ Supplier

☐ Hispanic American ☐ Native American

**S/M/WBE PARTICIPATION** – S/M/WBE Primes must document all work to be performed by their own work force on this form. Failure to submit a properly executed Schedule 2 for any S/M/WBE participation may result in that participation not being counted. Specify in detail, the scope of work to be performed or items supplied with the dollar amount and/or percentage for each work item. S/M/WBE credit will only be given for the areas in which the S/M/WBE is certified. A detailed proposal may be attached to a properly executed Schedule 2.

| Line Item | Item Description   | Unit Price | Quantity/Units | Contingencies/Allowances | Total Price/Percentage |
|-----------|--------------------|------------|----------------|--------------------------|------------------------|
| 1         | Public Involvement | N/A        | N/A            | N/A                      | 7%                     |
|           |                    |            |                |                          |                        |
|           |                    |            |                |                          |                        |
|           |                    |            |                |                          |                        |
|           |                    |            |                |                          |                        |
|           |                    |            |                |                          |                        |

The undersigned Subcontractor/subconsultant is prepared to self-perform the above-described work in conjunction with the aforementioned project at the following total price or percentage: 7%

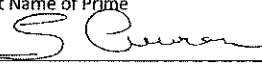
If the undersigned intends to subcontract any portion of this work to another Subcontractor/subconsultant, please list the business name and the amount below accompanied by a separate properly executed Schedule 2.

Name of 2<sup>nd</sup>/3<sup>rd</sup> tier Subcontractor/subconsultant

Price or Percentage: \_\_\_\_\_

WSP USA Inc.

Print Name of Prime

By: 

Authorized Signature

Santiago (Sandy) Amores

Print Name

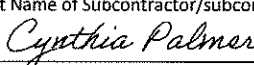
Sr. Vice President, South Florida  
Local Business Line Leader

Title

Date: 2/21/25

Quest Corporation of America, Inc.

Print Name of Subcontractor/subconsultant

By: 

Authorized Signature

Cynthia Palmer

Print Name

Chief Operating and Financial Officer

Title

Date: 02/21/2025

**This Contract, including all Schedules, Forms, and attachments, is subject to the County Emergency Ordinance 2025-014, approved by the BCC on June 3, 2025. As a result, the M/WBE participation will not be enforced.**

# APPENDIX D

## CERTIFICATION OF BUSINESS LOCATION

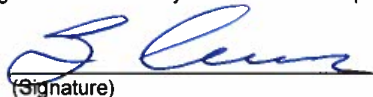
### APPENDIX D CERTIFICATION OF BUSINESS LOCATION RFP NO. 25-016/CB

In accordance with the Palm Beach County Local Preference Code, a preference may be given to: (1) proposers having a permanent place of business in Palm Beach County ("County"); or (2) proposers having a permanent place of business in the Glades that are able to provide the goods, services or construction to be utilized or built within the Glades. To receive a local preference, proposers must have a permanent place of business within the County or the Glades, as applicable, prior to the County's issuance of any solicitation. A Business Tax Receipt which is issued by the Palm Beach County Tax Collector, authorizes the proposer to provide the goods/services to be purchased, and will be used to verify that the proposer had a permanent place of business prior to the issuance of the solicitation. The proposer must submit this Certification of Business Location ("Certification") along with the required Business Tax Receipt at the time of proposal submission. The Business Tax Receipt and this Certification are the sole determinant of local preference eligibility. Errors in the completion of this Certification or failure to submit this completed Certification will cause the proposer to not receive a local preference.

In instances where the proposer is exempt by law from the requirement of obtaining a Business Tax Receipt, the proposer must: (a) provide a citation to the specific statutory exemption; and (b) provide other documentation which clearly establishes that the proposer had a permanent place of business within the County or the Glades prior to the date of issuance of the solicitation. The County hereby retains the right to contact said proposer for additional information related to this requirement after the proposal due date.

- I. Proposer is a:  
  X   Local Business: A local business has a permanent place of business in Palm Beach County.  
 (Please indicate):  
  X   Headquarters located in Palm Beach County  
  X   Permanent office or other site located in Palm Beach County from which a vendor will produce a substantial portion of the goods or services.  
       Glades Business: A Glades business has a permanent place of business in the Glades.  
 (Please indicate):  
       Headquarters located in the Glades  
       Permanent office or other site located in the Glades from which a vendor will produce a substantial portion of the goods or services.
- II. The attached copy of proposer's County Business Tax Receipt verifies proposer's permanent place of business.  
 See Attachment A  
 THIS CERTIFICATION is submitted by Santiago (Sandy) Amores, as  
 (Name of Individual)  
 Sr. Vice President, South Florida  
 Local Business Line Leader of WSP USA Inc.  
 (Title/Position) (Firm Name of Proposer)

who hereby certifies that the information stated above is true and correct and that the County Business Tax Receipt is a true and correct copy of the original. Further, it is hereby acknowledged that any misrepresentation by the proposer on this Certification will be considered an unethical business practice and be grounds for sanctions against future County business with the proposer.

  
 (Signature)

2/17/2025  
 (Date)

# APPENDIX D

## (CONTINUED)



**ANNE M. GANNON**  
CONSTITUTIONAL TAX COLLECTOR  
*Serving Palm Beach County*  
**Serving you.**

P.O. Box 3353, West Palm Beach, FL 33402-3353  
[www.pbctax.gov](http://www.pbctax.gov) Tel. (561) 355-2264

**\*\*LOCATED AT\*\***  
901 NORTHPOINT PKWY STE 202-205  
WEST PALM BEACH FL 33407

| TYPE OF BUSINESS  | OWNER       | CERTIFICATION # | RECEIPT #/DATE PAID | AMT PAID | BILL #    |
|-------------------|-------------|-----------------|---------------------|----------|-----------|
| ENGINEER BUSINESS | WSP USA INC |                 | U25.56813 11/7/2024 | 178.30   | B40197033 |

This document is valid only when receipted by the Tax Collector's Office.

WSP USA INC  
WSP USA INC  
4139 OREGON PIKE  
EPHRATA PA 17522

**STATE OF FLORIDA**  
**PALM BEACH COUNTY**  
**2024 / 2025 LOCAL BUSINESS TAX RECEIPT**  
**LBTR Number: 2025169575**  
**EXPIRES: 9/30/2025**

This receipt MUST be conspicuously displayed at the place of business and in such a manner as to be open to the view of the public.

# APPENDIX E

## DRUG-FREE WORKPLACE CERTIFICATION

### APPENDIX E

#### DRUG-FREE WORKPLACE CERTIFICATION

#### RFP NO. 25-016/CB

IDENTICAL TIE PROPOSALS - In accordance with Section 287.087, F.S., a preference will be given to vendors submitting with their proposals the following certification that they have implemented a drug-free workplace program which meets the requirements of Section 287.087; provided, however, that any preference given pursuant to Section 287.087, shall be made in conformity with the requirements of the Palm Beach County Code, Chapter 2, Article III, Sections 2-80.21 through 2-80.34. In the event tie proposals are received from vendors who have not submitted with their proposals a completed Drug-Free Workplace Certification form, the award will be made in accordance with Palm Beach County's purchasing procedures pertaining to tie proposals.

This Drug-Free Workplace Certification form must be executed and returned with the attached proposal, and received on or before time of proposal submission to be considered. The failure to execute and/or return this certification shall not cause any proposal to be deemed non-responsive.

Whenever two (2) or more proposals which are equal with respect to price, quality, and service are received by Palm Beach County for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. 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 number (1).
- (4) In the statement specified in number (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, Florida Statutes, 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 implementation Section 287.087, Florida Statutes.

THIS CERTIFICATION is submitted by Santiago (Sandy) Amores the  
(Individual's Name)

Sr. Vice President, South Florida Local Business Line Leader of WSP USA Inc.  
(Title/Position with Company/Vendor) (Name of Company/Vendor)

who does hereby certify that said Company/Vendor has implemented a drug-free workplace program which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

  
(Signature)

02/12/25  
(Date)

# APPENDIX F

## DISCLOSURE OF OWNERSHIP INTERESTS

### APPENDIX F DISCLOSURE OF OWNERSHIP INTERESTS RFP NO. 25-016/CB

TO: PALM BEACH COUNTY CHIEF OFFICER,  
OR HIS OR HER OFFICIALLY DESIGNATED REPRESENTATIVE

STATE OF FLORIDA  
COUNTY OF PALM BEACH

BEFORE ME, the undersigned authority, this day personally appeared  
Santiago (Sandy) Amores, hereinafter referred to as "Affiant," who being by me first duly sworn,  
under oath, deposes and states as follows:

1. Affiant appears herein as:  
☐ an individual or  
☒ the Authorized Representative of WSP USA Inc.  
[position—e.g., sole proprietor, president, partner, etc.] [name & type of entity—e.g., ABC Corp., XYZ Ltd. Partnership,  
etc.]. The Affiant or the entity the Affiant represents herein seeks to do business with Palm Beach County through its  
Board of County Commissioners.

2. Affiant's address is: One Penn Plaza, 4th FL, New York, NY 10119

3. Attached hereto as Exhibit "A" is a complete listing of the names and addresses of every person or entity  
having a five percent (5%) or greater interest in the Affiant's corporation, partnership, or other principal. Disclosure does  
not apply to nonprofit corporations, government agencies, or to an individual's or entity's interest in any entity registered  
with the Federal Securities Exchange Commission or registered pursuant to Chapter 517, Florida Statutes, whose interest  
is for sale to the general public.

4. Affiant acknowledges that this Affidavit is given to comply with Palm Beach County policy, and will be relied  
upon by Palm Beach County and the Board of County Commissioners. Affiant further acknowledges that he or she is  
authorized to execute this document on behalf of the entity identified in paragraph one, if any.

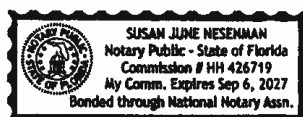
5. Affiant further states that Affiant is familiar with the nature of an oath and with the penalties provided by the  
laws of the State of Florida for falsely swearing to statements under oath.

6. Under penalty of perjury, Affiant declares that Affiant has examined this Affidavit and to the best of Affiant's  
knowledge and belief it is true, correct and complete.

FURTHER AFFIANT SAYETH NAUGHT.

Santiago (Sandy) Amores, Affiant  
(Print Affiant Name)

The foregoing instrument was acknowledged before me this 17 day of February, 2025, by  
Santiago Amores, [ ☒ ] who is personally known to me or [ ☐ ] who has produced  
as identification and who did take an oath.



Susan J. Neesenman  
Notary Public  
SUSAN J. Neesenman  
(Print Notary Name)  
State of Florida at Large  
My Commission Expires: Sep. 6, 2027

# APPENDIX F - EXHIBIT A

## CONTINUED

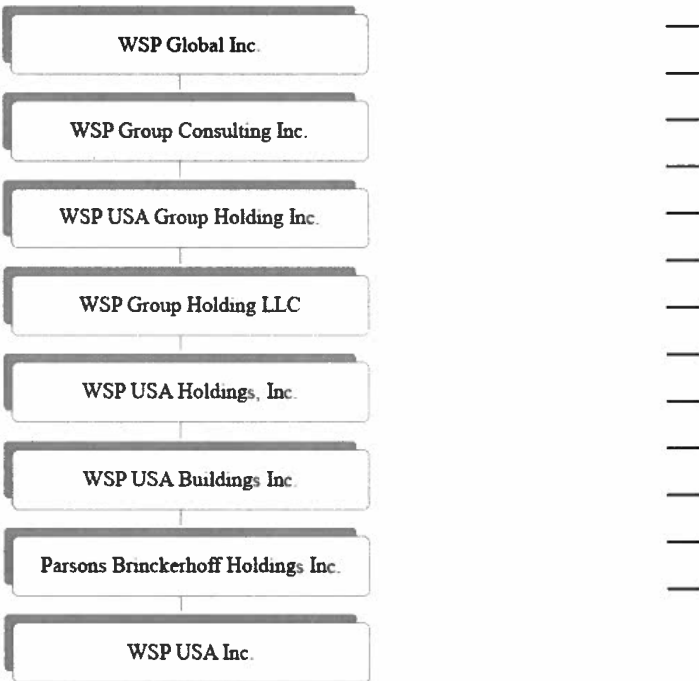
### EXHIBIT "A"

#### DISCLOSURE OF OWNERSHIP INTERESTS IN AFFIANT

Affiant must identify all entities and individuals owning five percent (5%) or more ownership interest in Affiant's corporation, partnership or other principal, if any. Affiant must identify individual owners. For example, if Affiant's principal is wholly or partially owned by another entity, such as a corporation, Affiant must identify the other entity, its address, and the individual owners of the other entity. Disclosure does not apply to any nonprofit corporation, government agency, or to an individual's or entity's interest in any entity registered with the Federal Securities Exchange Commission or registered pursuant to Chapter 517, Florida Statutes, whose interest is for sale to the general public.

| Name                                                                                                                                                                                                                         | Address                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Parsons Brinckerhoff Holdings Inc.                                                                                                                                                                                           | One Penn Plaza, 4th FL, New York, NY 10119 |
| WSP USA Inc.'s ultimate parent* is WSP Global Inc., a Canadian corporation publicly traded on the Toronto Stock Exchange. WSP Global Inc. has two majority shareholders, which each own 10% or greater interest in the firm. |                                            |
| Shareholders of WSP Global Inc. with 10% or greater interest:                                                                                                                                                                |                                            |
| Name: Caisse De Depot et Placement de Quebec                                                                                                                                                                                 |                                            |
| Address: 1000 Jean Paul Riopelle Place, Montreal, QC, Canada H2Z 2B3                                                                                                                                                         |                                            |
| Name: CPP Investment Board                                                                                                                                                                                                   |                                            |
| Address: One Queen St. East, Suite 2500, Toronto, ON, Canada M5C 2W5                                                                                                                                                         |                                            |

\*The full ownership chain to the ultimate parent is:







**WSP USA INC.**

3825 PGA BLVD., SUITE 205  
PALM BEACH GARDENS, FL  
33410



**EXHIBIT C**  
**AFFIRMATIVE PROCUREMENT INITIATIVES (“API”s) FOR**  
**GOODS AND OTHER SERVICES**  
**Contract No. 25-016/CB**

The API(s) approved for this project is listed below.

**SBE Evaluation Preference for Prime Respondents or Bidders** (Ordinance 2-80.27 (3)(d) Option 2)

**Up to 15% (0 to 15%) total evaluation points shall be awarded based on the level of SBE dollar participation committed to on the prime respondent/bidder’s team.**

Evaluation preference points shall be awarded on a sliding scale from zero up to fifteen (15) percent of the total available evaluation points for scoring of proposals to those firms responding to Professional Services solicitations valued at five hundred thousand dollars (\$500,000.00) or greater. The sliding scale shall be based upon the relative level of SBE dollar participation that has been committed to on the prime respondent's or bidder's team (e.g., zero SBE participation on a prime respondent or bidder's team shall yield zero evaluation points, whereas the maximum SBE participation among all prime respondents or bidders, at the prime contract and subcontract levels combined, shall yield award of fifteen (15) evaluation preference points out of one hundred (100); and a prime respondent's or bidder's team that achieves only half as many dollars in SBE participation as the firm with the greatest SBE dollar participation at the prime contract and subcontract levels combined shall be awarded seven and one-half (7.5) evaluation points out of one hundred (100).

# 3.11 HUMAN TRAFFICKING AFFIDAVIT

## EXHIBIT D

### NONGOVERNMENTAL ENTITY HUMAN TRAFFICKING AFFIDAVIT

Section 787.06(13), Florida Statutes

THIS AFFIDAVIT MUST BE SIGNED AND NOTARIZED

I, the undersigned, am an officer or representative of WSP USA Inc  
(CONSULTANT) and attest that CONSULTANT does not use coercion for labor or services as defined in section 787.06, Florida Statutes.

**Under penalty of perjury, I hereby declare and affirm that the above stated facts are true and correct.**

  
(signature of officer or representative)  
representative)

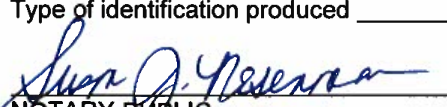
Santiago (Sandy) Amores - Sr. Vice President,  
South Florida Local Business Line Leader  
(printed name and title of officer or representative)

State of Florida, County of Palm Beach

Sworn to and subscribed before me by means of ☒ physical presence or ☐ online notarization this, 17 day of February, by Santiago Amores.

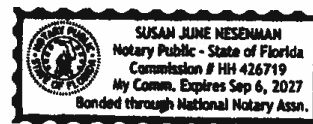
Personally known ☒ OR produced identification ☐.

Type of identification produced \_\_\_\_\_.

  
NOTARY PUBLIC

My Commission Expires:

State of Florida at large



(Notary Seal)