



MAJOR UPDATE TO TRANSIT DEVELOPMENT PLAN

RFP NO. RTSX-190010-DS



submitted to
City of Gainesville

submitted by
WSP USA Inc.

October 31, 2018





October 31, 2018

City of Gainesville
General Government Purchasing
200 East University Avenue, Room 339
Gainesville, Florida 32601

**RE: PROPOSAL FOR MAJOR UPDATE TO TRANSIT DEVELOPMENT PLAN
RFP No. RTSX-190010-DS**

Dear Selection Committee:

WSP USA, Inc. is pleased to submit this proposal for planning services for the Major 2020-2029 RTS Transit Development Plan (TDP) Update. Our team has extensive experience with TDP studies including preparing such documents in Florida, most recently for the Jacksonville Transportation Authority, Miami-Dade Transit, and the Pinellas Suncoast Transit Authority; as well as for transit agencies across the United States.

We have teamed on this project with a noted transit operations planning firm, FourSquare Integrated Transportation Planning (FTP) (DBE), which combined with WSP brings innovative ideas to the table on streamlined methodologies for data analysis and recommendations. Together the two firms have successfully completed over 30 TDP studies within the past five years. We have also added to the team TempForce Gainesville to coordinate a new on-board survey, like they did for the previous 5-Year TDP Update for RTS. Whereby.U.s (DBE), will further support our team, with the application of unique public involvement strategies which will broaden the reach of public involvement and bring greater consensus on final service and facility improvement recommendations from this study.

Alan Danaher, P.E., PTOE, AICP, PTP will serve as our Project Manager. Alan is a very familiar face to RTS and other agencies in the Gainesville area, having managed the previous RTS Bus/BRT Alternatives Analysis and assisting with the Streetcar Feasibility Study and SR 26 Multimodal Corridor Study. Several other team members either live in Gainesville or attended school at UF and hence are very familiar with existing conditions in the study area, including Jessica Alvarez with FTP, who previously worked as a Planning Analyst for RTS.

We look forward to a favorable consideration of our proposal and would welcome an opportunity to review our team qualifications and approach in further detail with the Consultant Selection Committee.

Sincerely,

Michelle Kendall, AICP
Vice President

PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: Major Update to Transit Development Plan

RFP#: RTSX-190010-DS

RFP DUE DATE: October 31, 2018 @ 3:00 p.m. (local time)

Proposer's Legal Name: WSP USA Inc.

Proposer's Alias/DBA: _____

Proposer's Address: 301 East Pine Street, Suite 1020
Orlando, Florida 32801

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal):

Name: Michelle L. Kendall, AICP Telephone Number: 407.587.7800

Date: October 31, 2018 Fax Number: 407.587.7960

Email Address: Michelle.Kendall@wsp.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1, _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Program? (Refer to Definitions) YES NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Program? (Refer to Definitions) YES NO

LIVING WAGE COMPLIANCE – Not Applicable for this Project

See Living Wage Decision Tree (Exhibit C hereto)

Check One:

- Living Wage Ordinance does not apply (check all that apply)
 - Not a covered service
 - Contract does not exceed \$100,000

- Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
- Located within the City of Gainesville enterprise zone.

Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

(CORPORATE SEAL)

ATTEST:

Y. Yanez
Signature

By: Yerka Yanez

Title: Administrative Assistant

PROPOSER:

Michelle L. Kendall
Signature

By: Michelle L. Kendall, AICP

Title: Vice President / Orlando Area Manager

ADDENDUM NO. 1



Date: October 18, 2018 Bid Due Date: October 31, 2018
at 3:00 P.M. (Local Time)
Bid Name: Major Update to Transit Development Plan Bid No.: RTSX-190010-DS

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. **The question submittal deadline has passed. No additional questions will be answered.**
2. Questions received and the City’s response follow below:

Question1: Does the City have a specific budget in mind for this project?
Answer1: **Estimated budget is \$140,703.00.**

Question2: Can the City please provide average daily ridership by day type (weekday, Saturday, and Sunday) for each route?
Answer2: **Yes, the information is attached as Exhibit A at the end of this document.**

Question3: What level of statistical validity is expected for the on-board survey?
Answer3: **Ninety-five percent (95%).**

Question4: In validating the TBEST application, will this be the first time the application will be validated or is this an update?
Answer4: **I am not sure about a requirement to validate TBEST. The expectation is the ability to use the software in predictions.**

Question5: A Price proposal is requested, to be one of the factors in consultant selection. Per the Florida Consultant Competitive Negotiations Act (CCNA), consultant selection should be based on qualifications, and not price. Can the City clarify why price is being considered given this requirement?
Answer5: **This project is federally funded by the Federal Transit Administration (FTA) so CCNA would not apply. “FTA interprets 49 U.S.C. § 5325(b) to authorize the use of qualifications-based procurement procedures only for those services that directly support or are directly connected or related to construction, alteration, or repair of real property.” As this project does not directly support, is not directly connected to, or related to construction, alteration, or repair of real property, qualifications-based procurement procedures, a.k.a. the “Brooks Act”, are not permitted.**

Question6: Review of the consultant award by the City Commission in 2013 of the previous 5-year TDP award indicated a fee of \$136,589 for that work, and a cost of \$150,000 was identified in the FY 2018-2019 TDP Update for the current 5-year TDP Update procurement. Had a budget been established for the 5-year TDP update now being advertised?

Answer6: Our internal cost estimate reveals that the project would cost \$140,703.

Question7: Could you elaborate on the level of rigor RTS is seeking in the Origin-Destination survey, and whether it is meant to meet the statistical requirements for updating the regional forecasting model, or is just for use in updating the TDP.

Answer7: Origin-Destination data must meet accepted statistical transportation planning rigor to be useful. We are not sure of other alternatives. Based on that the data must be robust for all forecasting and projections, including those for updating a TDP.

Question8: Related to Task 3.3: Conduct On-Board Survey – the RFP indicates temporary personnel will be utilized as surveyors. Later in this section, it talks about RTS staff training. Is it envisioned that RTS staff would be available for the survey work?

Answer8: No. That must have been an oversight.

Question9: In Task 1 of Section C – Scope of Services, it is mentioned in the first paragraph that 3 to 6 meetings with the Review Committee are to be held, while under 1.2 Responsibilities of Consultant, only 3 meetings with the Committee are required. Can you confirm that only 3 meetings are required?

Answer9: At least 3 meetings will be held with the committee. But, it could be up to six. RTS staff will coordinate with consultant to ensure there is no overkill.

Question10: Related to the inclusion of representative project experience in the Qualifications section of the proposal (Section III – Part B), clarification of the last two bullets is requested, and how different from the first two bullets:

- *“Name and telephone numbers of the person representing the individual agencies with which the identified key staff directly worked”*
- *“Governmental agency, if any, which verified compliance with its requirements of standards, and the names and telephone numbers of the key persons with direct knowledge of this process to achieve compliance”*

Answer10: We are seeking two pieces of information, as one refers to Government agency, if any, and the other does not specifically refer to that entity. If you do not have an answer, then state so.

Question11: Besides including information on representative projects, is it acceptable to include additional material in the Qualifications section, such as resumes for key staff and firm descriptions?

Answer11: Yes, it is ok.

Question12: In Section IV – Evaluation Criteria and Procedures, under Technical Qualifications Evaluation, there is mention of consideration of the firm’s current workload, financial stability, and location where majority of the technical work will be produced. There is no mention of these factors in Section III – Proposal Format, Part A – Format and Contents of Proposal. Is this material to be included, and if so, in which section?

Answer12: In your narrative where it is appropriate. Applicant can use their own judgment, with this hint, to strengthen their application. See Question 11, for example.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, and a copy of this Addendum to be returned with proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.


PROPOSER: WSP USA Inc.
BY: 
DATE: October 31, 2018

Exhibit A

Ridership Average

(Average value without Red. Serv. days)

	Monday	Tuesday	Wednesday	Thursday	Friday	Weekday Average	Saturday Average	Sunday Average
1	2326	2386	2339	2614	2158	2366	896	380
2	245	258	271	304	278	272	212	
3	148	148	141	138	127	140		
5	1414	1541	1601	1597	1463	1527	652	275
6	359	354	369	372	331	357	63	
7	383	354	322	370	343	353		
8	1366	1349	1491	1367	1325	1380	325	138
9	2887	2631	3050	2884	2594	2806		
10	529	487	647	588	355	521	89	
11	412	400	480	440	416	430		
12	2614	2632	2870	2869	2773	2756	1023	295
13	1835	1992	2634	2184	2133	2166	118	123
15	944	857	989	899	800	896	430	190
16	515	511	528	615	533	541	76	127
17	516	609	718	585	511	590		
19	46	50	78	57	42	55		
20	3770	3963	4232	4222	3572	3958	1489	650
21	1691	1688	2122	1887	1770	1836		
23	524	592	615	605	352	538		
24	62	68	63	63	57	63		
25	250	261	231	254	240	247	175	127
26	551	444	462	451	454	470		
27	46	47	42	44	36	43		
28	1196	1148	1362	1109	1174	1198		
29	330	275	435	341	383	354		
33	1908	2091	2366	2115	1960	2094	445	124
34	1450	1372	1622	1229	1621	1459		
35	3071	2896	3728	3112	2896	3143	589	370
36	674	576	779	700	613	668		
37	1243	1026	1201	1021	1072	1108	397	216
38	3553	3669	4291	4484	3748	3962		
39	127	135	144	135	267	163		
40	189	223	225	227	181	210		
43	1029	950	1105	1021	765	972		
46	942	946	1188	1067	1000	1031		
75	841	776	847	843	805	821	330	166
76	442	201	173	209	111	212		
77	156	199	219	242	104	188		
117	470	543	555	508	414	499		
118	2239	2431	2751	2413	2682	2512		
119	285	284	423	286	293	316		
120	1279	1290	1603	1382	1297	1373		
121	395	298	399	433	371	379		
122	498	354	527	378	504	451		
125	853	843	992	905	853	890		
126	486	527	562	629	435	529	431	425

Exhibit A Ridership Average

(Average value without Red. Serv. days)

	Monday	Tuesday	Wednesday	Thursday	Friday		Weekday Average	Saturday Average	Sunday Average
127	2051	1895	2695	2180	1573		2080		
128								215	
300				108	208		146	128	
301				89	169		119	144	
302				170	308		239	190	
303								46	
305								61	
711	41	40	42	40	31		39	283	116
800X	77	91	92	92	54		81		
Other									
Unknown									
Total	49171	48644	56617	52871	48457		51220	12585	3720

**SUBCONTRACTOR/SUBCONSULTANT LIST
and
BIDDER STATUS**

The Bidder/Proposer shall provide information on ALL prospective subcontractor(s)/subconsultant(s) who submit bids/quotations in support of this solicitation. Use additional sheets as necessary.

IDENTIFY EVERY SUBCONTRACTOR(S)/ SUBCONSULTANT(S)	SCOPE OF WORK TO BE PERFORMED	CERTIFIED D/M/WBE FIRM? (Check all that apply)	PERVIOUS YEAR'S ANNUAL GROSS RECEIPT'S	UTILIZING ON THIS PROJECT
NAME: <u>FourSquare ITP, Inc.</u> ADDRESS: <u>51 Monroe Street, Ste. 1103</u> <u>Rockville, MD 20850</u> PHONE: <u>301.774.4566</u> FAX: _____ CONTACT PERSON: <u>Lora Byala</u>	SCOPE OF WORK: <u>Planning Services</u> AGE OF FIRM: <u>12 years</u>	YES <input checked="" type="checkbox"/> NO: _____ IF YES, DBE <input checked="" type="checkbox"/> OR MBE _____ OR WBE _____	___ Less than \$500K ___ \$500K-\$2 mil ___ \$2 mil - \$5 mil <input checked="" type="checkbox"/> more than \$5 mil.	YES or NO
NAME: <u>TempForce Gainesville</u> ADDRESS: <u>4750 NW 39th Place, Ste. A</u> <u>Gainesville, FL 32606</u> PHONE: <u>352.378.2300</u> FAX: <u>352.371.2573</u> CONTACT PERSON: <u>Carolyn Buchanan</u>	SCOPE OF WORK: <u>O-D Survey Coordination</u> AGE OF FIRM: <u>41 years</u>	YES _____ NO <input checked="" type="checkbox"/> IF YES, DBE _____ OR MBE _____ OR WBE _____	___ Less than \$500K <input checked="" type="checkbox"/> \$500K-\$2 mil ___ \$2 mil - \$5 mil ___ more than \$5 mil.	YES or NO
NAME: <u>WhereBy.Us</u> ADDRESS: <u>1951 NW 7th Avenue, Ste. 300</u> <u>Miami, Florida 33136</u> PHONE: <u>305.424.8539</u> FAX: _____ CONTACT PERSON: <u>Christopher Sopher</u>	SCOPE OF WORK: <u>Public Involvement</u> AGE OF FIRM: <u>4 years</u>	YES _____ NO <input checked="" type="checkbox"/> IF YES, DBE _____ OR MBE _____ OR WBE _____	___ Less than \$500K <input checked="" type="checkbox"/> \$500K-\$2 mil ___ \$2 mil - \$5 mil ___ more than \$5 mil.	YES Or NO

Check here if use of subcontractor(s)/subconsultant(s) is/are not applicable for this project:

Name of Bidder/Proposer: WSP USA Inc.

Name/Title of person completing this form: Michelle L. Kendall, AICP / Vice President / Orlando Area Manager

Is Bidder/Proposer a DBE? ___ Yes No

If No, is Bidder/Proposer a M/WBE? ___ Yes No

Signature: Michelle L. Kendall

Date: October 31, 2018

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

WSP USA Inc. does:
(Name of Business)

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 program,s, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee’s community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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

M. J. Kendall
Bidder’s Signature

October 31, 2018
Date

DISCLOSURE OF LOBBYING ACTIVITIES
 Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
 (See reverse for public burden disclosure.)

Approved by OMB
 0348-0046

(To be submitted by bidder, if applicable, refer to instructions on the next page)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: Year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, <i>if known</i> : WSP USA Inc. 301 E. Pine Street Suite 1020 Orlando, Florida 32801 Congressional District, if known: 4c	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, <i>if applicable</i> : _____	
8. Federal Action Number, if known :	9. Award Amount, if known : \$ _____	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11 Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: <u><i>M. Michelle L. Kendall</i></u> Print Name: <u>Michelle L. Kendall, AICP</u> Title: <u>Vice President / Orlando Area Manager</u> Telephone No.: <u>407.587.7800</u> Date: <u>October 31, 2018</u>	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

CONTRACTOR RESPONSIBILITY CERTIFICATION

The Bidder is required to certify compliance with the following contractor responsibility standards by checking appropriate boxes. For purposes hereof, all relevant time periods are calculated from the date this Certification is executed.

	YES	NO
1. Has the firm been suspended and/or debarred by any federal, state or local government agency or authority in the past three years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Has any officer, director, or principal of the firm been convicted of a felony relating to your business industry?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Has the firm defaulted on any project in the past three (3) years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Has the firm had any type of business, contracting or trade license revoked or suspended for cause by any government agency or authority in the past three (3) years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Has the firm been found in violation of any other law relating to its business, including, but not limited to antitrust laws, licensing laws, tax laws, wage or hour laws, environmental or safety laws, by a final unappealed decision of a court or government agency in the past three (3) years, where the result of such adjudicated violation was a payment of a fine, damages or penalty in excess of \$1,000?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Has the firm been the subject of voluntary or involuntary bankruptcy proceedings at any time in the past three (3) years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Has the firm successfully provided similar products or performed similar services in the past three (3) years with a satisfactory record of timely deliveries or on-time performance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Does the firm currently possess all applicable business, contractor and/or trade licenses or other appropriate licenses or certifications required by applicable state or local laws to engage in the sale of products or services?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9. Does the firm have all the necessary experience, technical qualifications and resources, including but not limited to equipment, facilities, personnel and financial resources, to successfully provide the referenced product(s) or perform the referenced service(s), or will obtain same through the use of qualified, responsible subcontractors?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. Does the firm meet all insurance requirements per applicable law or bid specifications including general liability insurance, workers' compensation insurance, and automobile liability insurance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11. Firm acknowledges that it must provide appropriate documentation to support this Contractor Responsibility Certification if so requested by the City of Gainesville. The firm also understands that the City of Gainesville may request additional information or documents to evaluate the responsibility of firm. Firm agrees to provide such additional information or supporting documentation for this Certification.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Under the penalty of perjury, the Bidder's authorized representative hereby certifies that all information included in the Contractor Responsibility Certification or otherwise submitted for purposes of determining the Bidder's status as a responsible contractor is true, complete and accurate and that he/she has knowledge and authority to verify the information in this certification or otherwise submitted on behalf of the Bidder by his or her signature below.

Bidder Name: WSP USA Inc.

Name/Title of person completing this form: Michelle L. Kendall, AICP / Vice President / Orlando Area Manager

Signature: 

Date: October 31, 2018

**MAJOR UPDATE TO TRANSIT
DEVELOPMENT PLAN**

RFP NO. RTSX-190010-DS

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**MAJOR UPDATE TO TRANSIT
DEVELOPMENT PLAN**

RFP NO. RTSX-190010-DS

TECHNICAL PROPOSAL

Technical Proposal



TECHNICAL PROPOSAL

PROJECT UNDERSTANDING

The Regional Transit System (RTS) 5-Year Transit Development Plan (TDP) Update for the next 10 years (2020-2029) is an opportunity for RTS and the Gainesville area to address changing trends in the planning and delivery of public transportation, and to provide such service in a cost-effective manner. Per the most recent Gainesville 2040 Long Range Transportation Plan, the population is projected to increase to 305,000 by year 2040, and employment to increase to 192,000 in the same year. Student enrollment at the University of Florida and Santa Fe College is projected to rise to almost 100,000 students by 2030. The percentage of elderly is also projected to increase with baby boomer population aging. Thus, conditions will be ripe for increased transit demand and the desire for improved public transportation.

WSP USA Inc. (WSP) has identified five key areas which we understand are of particular interest to RTS to be addressed in this major TDP Update: 1) changes to interface with University of Florida (UF) operations, 2) potential introduction of community circulators, 3) impact of ride share services, 4) added Park-n-Ride development, and 5) increased use of technology for internal and external RTS operations. Each of these are addressed below:

CHANGES TO INTERFACE WITH UF OPERATIONS

Since RTS' last major TDP Update was completed in 2014, UF has developed a new Strategic Development Plan, which was adopted in 2015. This was followed by preparation of an updated UF Transportation and Parking Plan, scheduled for completion in 2019. When identifying service modifications serving UF, the TDP Update should be compatible with the recommendations from the Transportation and Parking Plan. In particular, this includes a desire for creating more of a car-free zone in the east campus area, potential relocation of the existing transit center on Newell Drive (WSP conducted a site evaluation study for RTS for a new transit center in 2014), potential mini-transit centers on the periphery of campus, and enhanced transit connection between Innovation Square downtown and the UF main campus.



As part of the Gainesville RTS Bus/BRT Alternatives Analysis, WSP evaluated alternate sites for a new transit center on the UF campus.

POTENTIAL INTRODUCTION OF COMMUNITY CIRCULATORS

RTS has expressed interest in assessing the role that community circulators play in providing first and last mile transit access. This will be an important part of the system alternatives analysis in Task 6. The role of a more robust local circulator serving the UF campus will be assessed, associated with one or more remote mini-transit centers. WSP has experience with integration of community circulators into regional services in Florida associated with those designed in Miami-Dade and Broward Counties associated with past TDPs.

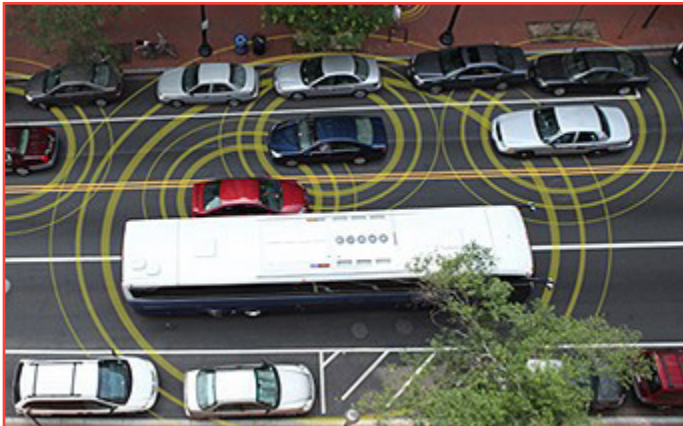
IMPACT OF RIDESHARE SERVICES

Since the last major RTS 5-Year Update, rideshare services like Uber and Lyft have siphoned some ridership from regular RTS bus operations. Further evaluation of the causes of such a shift could be addressed in the new TDP Update, as well as exploring options where such services could partner with RTS in creating a broader mobility management coalition in the Gainesville area.

In the San Francisco Bay Area, WSP led an effort to create an overall Mobility Management Plan integrating Uber, Lyft and other rideshare services with public transit services.

ADDED PARK-N-RIDE DEVELOPMENT

With the continued growth in West and North Gainesville, tradeoffs between extension of existing RTS service versus provision of added Park-n-Ride facilities appears to be a key assessment in the new TDP Update. This also reflects that the least productive routes in the RTS system are those serving the outlying communities, such as Alachua and Newberry, where some investment in intercept Park-n-Rides closer to Gainesville could provide better cost-effectiveness in system operation. The counter argument that investment in smaller Park-n-Rides in these outlying communities could increase ridership could also be assessed.



The ITS Strategic Plan Update WSP developed for LYNX included a 10-year plan for ITS enhancements that were integrated into LYNX's subsequent major TDP Update.

INCREASED USE OF TECHNOLOGY FOR INTERNAL AND EXTERNAL RTS OPERATIONS

RTS has an interest in integrating new technology into operations. Recently, RTS has taken the initiative of developing an automated shuttle pilot project connecting downtown Gainesville with the UF campus. Pending the success of this pilot, other automated vehicle (AV) shuttles could be developed over the next decade, particularly for shorter routes to provide first-mile-last-mile connections. WSP is a national leader in AV shuttle pilot projects, most notably in Columbus, Ohio associated with the Smart Columbus project and will use our experience to support RTS as it looks at future opportunities to apply shuttle technologies. A more immediate application of technology on vehicles is the assessment of connected vehicle technology including collision avoidance systems, transit signal priority activation, and real-time video monitoring.

There are also opportunities for technological advances within the RTS Operations and Maintenance Facility, ranging from computerized inventory and IT system improvements. WSP recently prepared an Intelligent Transportation System (ITS) Strategic Plan update for LYNX in Orlando that identified enhancements that are being integrated into their next 5-Year Major TDP Update, which included updates to the regional ITS architecture.

CONSISTENCY WITH NEW FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) TRANSIT DEVELOPMENT PLAN GUIDELINES

FDOT recently completed a 2018 update to its TDP Handbook, which will need to be followed in this RTS TDP Update. Major changes in the guidelines include the following:

1. Addition of new sections on Best Practices, Implementation and Coordination with Other Plans (including Comprehensive Operational Analyses)
2. Coordination with Uber, Lyft and other rideshare services
3. Application of greater social media outreach

The new TDP Guidelines will also include case studies, chapter look ups, and a Quick Reference Guide which will be useful in assembling the updated RTS TDP document.

Additionally, the WSP team has other relevant examples from over 50 TDPs, comprehensive operational analyses (COA) and transit system planning studies in recent years for addressing these and other subjects. RTS's new TDP Update will be completely consistent with the identified format and content of the new guidelines.

PROJECT APPROACH

WSP has reviewed the scope of services for the new RTS 5-Year TDP Update, the structure and content of the past 5-Year Update document (for 2015-2024), and recent changes to FDOT’s Transit Development Plan Guidelines. As such, we have identified the following approach for services for the new 5-year TDP Update. This includes identifying potential additional public involvement services involving a specialized public facilitation firm, WhereBy.Us, to broaden public involvement in the study. These added tasks are presented under Task 3, and are identified as additional/optional services in our Price Proposal.

TASK 1: ESTABLISH AND COORDINATE WITH REVIEW COMMITTEE

WSP has worked with all the agencies represented on the Review Committee for this 5-Year TDP Update through past studies. Recent studies completed include: the 2014 RTS Comprehensive Operations Analysis (COA); 2014 GoEnhance RTS Bus/Bus Rapid Transit (BRT) Alternatives Analysis (AA); the 2015 Streetcar Feasibility Study; and the SR 26/University Boulevard Multimodal Study. We have a clear understanding of the issues of interest and the plans and programs of such agencies, which will facilitate interactions with the Review Committee throughout the TDP Update development effort. WSP will work with RTS to establish the Review Committee, and prepare materials for, lead and summarize meetings.

Three Review Committee meetings are envisioned at key points in the study to obtain stakeholder input:

- *Task 5: Updated transit inventory and trend analysis.*
- *Task 7: Situation Appraisal and Goals and Objectives Assessments*
- *Task 8: New 5-Year Update to the 10-Year TDP*

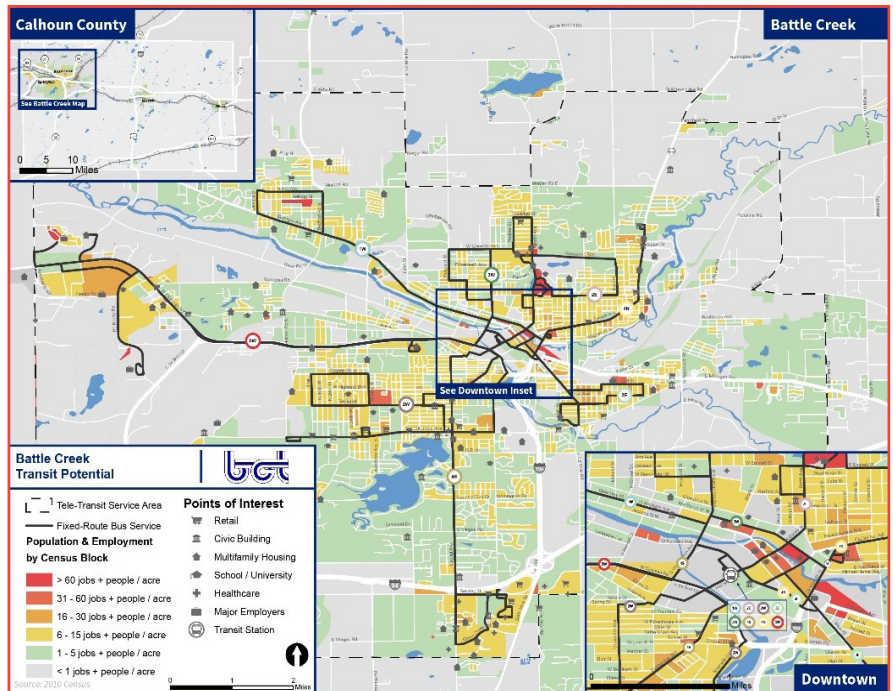
TASK 2: ESTABLISH BASELINE CONDITIONS

The WSP team benefits from members who have a long history of working in transit and understanding the various repositories for data and the best means of extracting and processing that information for use on this study. WSP partner Foursquare ITP, Inc. (Foursquare) brings innovative approaches to data collection and processing that were developed and informed by similar projects for other agencies, which will assist in quickly jumpstarting this project.

Task 2.01: Demographic and Economic Spatial Analysis

Understanding existing and future markets for transit service is a fundamental part of identifying service gaps and opportunities to make better use of existing resources. The RTS services must be well matched to market demand to be most effective. The WSP team will examine service area characteristics to better understand the market for transit in Gainesville.

This task will begin with an in-depth overview of the service area, including size and unique characteristics. The analysis will focus on the following service area attributes:

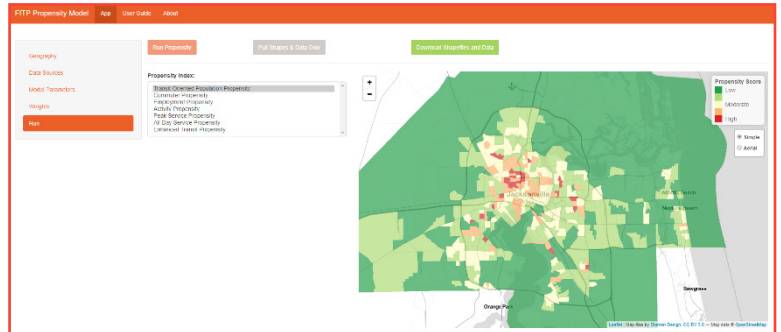


Transit Master Plan - Transit Potential Index for Battle Creek, MI

Population and Employment Densities: Of all the factors that impact the demand for transit, the most important is that a sufficient number of people live and work within the service area. The WSP team will map the population and employment densities of the study area and develop a graphical transit potential index, which will clearly illustrate where conditions exist to support various levels types of transit service.

Demographic Characteristics: Identifying new markets for transit service and understanding how existing markets are changing is another important aspect of any transit planning project. Certain market segments — particularly students, seniors, low income residents, persons with disabilities, labor force, and zero-vehicle households — tend to use transit to a greater degree than other groups. They are not only more likely to use transit to get to work or school, but also to access stores and services. Each demographic characteristic will be summarized to detail how they are dispersed throughout the RTS service area.

Propensity Analysis: Foursquare has developed a unique model to identify where in the service area there currently exists a high propensity for transit use.



To assist in the market analysis, Foursquare will deploy its Transit Propensity Analysis tool to generate a four-part index to help pinpoint, at the block geography level, the locations of transit trip origins and destinations. The four transit propensity indices are:

Foursquare will deploy its Transit Propensity Analysis tool to generate a four-part index to help pinpoint the locations of transit trip origins and destinations.

- **Transit-Oriented Populations Origins Index:** This production index allows us to identify the populations most likely to use, and most likely to benefit from increased transit in their area;
- **Commuter Origins Index:** This production index allows us to identify where concentrations of commuter populations can be found and focus on creating a service tailored to their peak hour needs;
- **Employment Destinations Index:** This attractor index is used to identify where commuters are most likely traveling to and to create a peak period service that connects to these areas; and
- **Activity (non-work) Destinations Index:** This attractor index focuses on where people might be traveling to for shopping, recreation, education, medical and other non-work activities.

Our approach is flexible, illustrating how transit opportunities vary within the study area. It also highlights where the demand for transit may be out of line with supply.

Deliverables:

- Baseline Conditions Documentation (for integration into Technical Memorandum #1 in Task 5)

TASK 3: FACILITATE PUBLIC INVOLVEMENT

Task 3.01: Develop Public Involvement Plan

The Public Involvement Plan (PIP) will set the framework for all public involvement activities during the study. WSP suggests two rounds of public and stakeholder involvement: 1) to correspond with the completion of Tasks 2 and 4 through 7, and 2) to review the recommendations at the conclusion of Task 8. The rounds of public and stakeholder activity and information to be reviewed in each round are discussed in further detail in Task 8. As in past TDP Updates, basic stakeholder interviews, discussion groups, and public workshops are desired to obtain input. However, we also suggest that RTS consider some new, exciting strategies that WSP, Foursquare and our partners have used successfully on similar projects, including additional public outreach events and strategies using interactive exhibits and social media that could be applied to supplement more traditional public outreach activities to more broadly increase public participation and buy-in to the final plan recommendations. These are reviewed at the end of this section. These added involvement activities will be led by WhereBy. Us, with assistance from WSP staff.

The final PIP is proposed to be organized into the same sections as the 2014 5-Year TDP Update:

- Public Involvement Plan Purpose
- Public Involvement Compliance Requirements
- Public Involvement Process
 - o Direct Involvement Process
 - o Information Distribution Techniques
- Public Involvement Schedule
- Time Limits for Receipt of Public Comments
- Title VI Considerations



In addition to traditional public meetings, WSP's approach for transit network redesign projects typically includes outreach targeted to existing transit users, students and lower-income populations.

The WSP Team will work with RTS to develop a public involvement plan that uses a variety of means to reach a wide cross-section of the community.

Task 3.02: Conduct Stakeholder Interviews

To draw comparisons with the interviews conducted in 2009 and 2014 with the past two 5-Year TDP Updates, the same stakeholder groups should be interviewed, and if possible, the same individuals from those groups. This would include the Gainesville City Manager; City and County Commissioners; and UF Executive and Transportation and Parking Offices, Local Coordinating Board and UF Student Life. Consideration should be given to include the Chamber of Commerce in these interviews. Key question areas would continue to be: 1) RTS impressions, 2) the role of RTS, and 3) proposed improvements. Given that a new funding source was not passed in 2014 through the Alachua County referendum on a new surtax, the environment for new local funding strategies should be explored as part of the interviews.

Task 3.03: Conduct On-Board Survey

The RFP for the Major RTS TDP Update identified a new on-board survey to be conducted to obtain updated information on rider trip origin-destination patterns, demographic characteristics, and attitudes on existing RTS service and desired improvements. The WSP team is prepared to conduct such a traditional on-board survey using TempForce Gainesville (TempForce) as the local firm responsible for recruiting surveyors, coordinating the survey, and tabulating responses.

However, because the cost of a traditional survey conducted to meet the 95th or 90th percentile confidence level on each route would be very high, and would take 2-3 weeks of on-board surveying in addition to follow-up activities, WSP is offering RTS an alternate approach, which would save time and money by placing surveyors primarily on platforms for routes entering the Rosa Parks, Butler Plaza, UF and Santa Fe College transit centers. There, surveyors (still recruited by TempForce) would conduct a brief origin-destination survey of passengers transferring among buses at the transfer center. Limited surveying would be conducted on-board buses during the same time to account for customers who do not transfer and to increase the number of surveys collected from lower ridership routes. WSP has used this approach on several projects, and has found that it provides relevant travel pattern data to support a TDP or COA project, but has the additional benefits of being completed in as little as one week and at a far lower cost than traditional surveys.

Task 3.04: Conduct Discussion Group Workshops

The two discussion workshops identified in the RFP scope of services will include one for users of the system, and another for non-users. To gauge changes in attitudes since the last 5-Year TDP Update in 2014, the same agencies, and ideally individuals if in the same positions, would be involved in the discussion groups. Invitations would be sent to the following agencies:

Alachua County Housing Authority	Helping Hands Clinic
Alachua County School Board	Meridian Behavioral Healthcare
Alachua County Social Services	MycroSchool
Alachua County Veterans Services	North Central Florida YMCA
Black on Black Crime Task Force	North Florida Regional Medical Center
Builders Association of North Florida	Nationwide Insurance Company
Butler Plaza	Oaks Mall
City of Gainesville Community Development Association	Pace Center for Girls
City of Gainesville Office of Equal Opportunity	Peaceful Paths
Gainesville - Alachua County Board of Realtors	Publix Supermarkets
Gainesville Airport	Salvation Army
Gainesville Chamber of Commerce	Santa Fe Displaced Homemaker Program
Gainesville Downtown Owners and Tenants Association	St. Francis House
Gainesville Housing Authority	UF Development Corporation
Gainesville Regional Airport	United Way of North Central Florida
Gator Dining Services	Veterans Administration
Goodwill Industries of North Florida	Walmart

In addition, a third discussion workshop involving a group of bus operators, supervisors, dispatchers and customer service representatives is proposed (and included in our base price proposal) to gain insight on service, operational and traffic issues, recommendations for service changes, and customer perceptions of the agency and its operations from the staff members who deliver the service and work most closely with the public. WSP has found these meetings to be an invaluable source of information about the day-to-day operation of the routes and a supplement to performance data. The meetings are also helpful in generating buy-in on the recommendations with operators and other line staff.

Deliverables:

- Public Involvement Plan
- Summary of Stakeholder Interviews
- Summary of On-Board Survey
- Summary of Discussion Groups

Obtaining direct transit agency staff input is critical to the success of any major transit system plan update. As part of the Pinellas-Suncoast Transit Authority Community Bus Plan Update, WSP interviewed bus operators, street supervisors and dispatchers to obtain insight on existing bus operational issues for different routes and potential solutions. For a new transit center for LYNX, WSP commissioned a meeting with a User's Group from different departments to assist with facility programming.

Optional Public Involvement Ideas

Intercept Events

Conduct outreach events at transit centers and transfer hubs, UF and Santa Fe College student centers, and other locations where project staff can interact directly with members of the public, particularly existing transit users and high transit propensity populations like students. At these events, WSP team members and agency staff use static displays and handouts, and conduct opinion surveys with the public, to provide information about the project and gather input and comments on the project and the proposed changes to the transit system.

Crowdsourcing Questions and Answers (Q&A)

Utilize a crowdsourcing Q&A to generate conversations with the Gainesville community by asking what they like about public transportation and what they would like to see done differently. This Q&A would be launched both digitally and in person. The responses from the Q&A will be turned into written content pieces that can be repurposed on social media/newsletters and promoted across the WhereBy.Us company website to target the Gainesville market. Content pieces can range from 5 - 10 pieces ranging from 500 - 1,000 words.

Eye Catching Video

Produce informative videos of the new route plans for websites and social media. The videos will naturally bring organic conversations from the community that can be tracked on social media.

A Day Out on RTS

Create a comprehensive guide for "A Day Out on RTS." Our team will create an itinerary and a map of the route people will be taking for the day. Local leaders, faculty, residents and students will be invited to join a guided tour of Gainesville.

Ditch Your Car

For those who have automobiles, promote a 30-day challenge for locals to ride public transit instead of driving. The winner gets a cash prize of \$1,000. The total budget is inclusive of social media promotion, website and content production and for finding partners within the city to champion this cause.

TASK 4: IDENTIFY AND EVALUATE EXISTING TRANSIT SERVICES

Task 4.01: Inventory Existing Transportation Services

Supplementing the Baseline Conditions Assessment in Task 2 of existing land use and demographic conditions in the study area, an inventory of all existing public and private transportation services in the study area will be developed. In addition to RTS fixed-route bus and paratransit service, this will include intercity bus, charter bus, taxi, Uber/Lyft type services, and social service paratransit provisions. The location, age and condition of facilities and associated equipment and rolling stock will be identified. Documentation of the service area, service frequency and hours of operation, destinations served, and number of riders will also be identified. A series of tables will be provided for the different service providers. The data format will be consistent with that applied for the last 5-Year TDP Update to facilitate the Trend Analysis.

Task 4.02: Conduct Trend Analysis of Existing Transit Service

Our experience has taught us that in many cases, transit services are initially well designed and thought out. Yet, over time, incremental changes in land use, demographics, and travel patterns may result in a service that is no longer optimized to the community. The Service Analysis aims to identify the strengths and weaknesses of each RTS route and service within the context of the current market for transit and major planned developments. For each RTS route and service, the study team will develop a detailed diagnostic route profile using the previously collected ridership and on-time performance data. Each route profile will include the following elements:

- A description of the route and major markets served;
- A description of the route’s alignment and service patterns;
- Service and operational characteristics including frequency and span of service;
- Ridership characteristics by stop and by trip;
- Productivity and performance characteristics including financial effectiveness, on-time performance, and capacity utilization;
- An overall assessment of the strengths and weaknesses of the route; and
- An initial list of potential service improvement opportunities.

A service profile will also be developed for RTS paratransit to show service “hotspots” in terms of geography (origins and destinations) and time of day. Both the fixed-route and demand response profiles will be written in a manner that all stakeholders can clearly understand and will provide transparent information to support conclusions and recommendations.

Task 4.03: Conduct Peer Review Analysis of Existing Transit Service

The peer review analysis of other fixed-route and paratransit services conducted in the last RTS 5-Year TDP update surveyed seven transit systems in addition to RTS, with one comparative system in Florida. The focus was on similar-sized transit systems in university towns across the U.S. These systems are listed in the following table:



Transit Development Plan - Ridership-By-Stop Analysis, Erie, PA

Transit Agency	Location	Universities Served
Ann Arbor Transportation Authority (The Ride)	Ann Arbor, MI	University of Michigan
Athens Transit System (TheBus)	Athens, GA	University of Georgia
Capital Area Transportation Authority (CATA)	Lansing, MI	Michigan State University
Centre Area Transportation Authority (CATA Ride)	State College, PA	Penn State University
Champaign-Urbana Mass Transit District (MTD)	Champaign-Urbana, IL	University of Illinois
City of Tallahassee (StarMetro)	Tallahassee, FL	Florida State University/Florida A&M
Lane Transit District (LTD)	Eugene-Springfield, OR	University of Oregon

The seven transit systems previously evaluated as peers to RTS have similar type operations with respect to area demographic characteristics and university populations.

We feel that the seven systems previously used for the peer review analysis are still applicable, given in general similar university and service area populations and fleet size characteristics. Based on a search of the 2017 Florida Transit Handbook and the National Transit Database, other transit systems could be considered as substitutes if desired as robust transit systems exist in all major university towns in the Southeast.

Task 4.04: Conduct Capacity/Supply Evaluation of Existing Transit Service

A system-wide capacity/supply evaluation of the existing fixed-route and paratransit services will be conducted by estimating and comparing passenger miles and seat miles for the system. As the data is available, this will also be done at a route-level and incorporated into the individual route sheets developed in Task 4.02.

Deliverables:

- Technical Memorandum #1: Assessment of Existing Conditions, Initial Public Input, and Peer/Trend Analysis

TASK 5: EVALUATE DEMAND AND MOBILITY NEEDS

Task 5.01: Estimate Demand for Transit Services

An estimation of the travel demand within the City of Gainesville will use the approved T-BEST Model projection software with supporting demographic, land use, transportation, and transit data. Outputs of the demand estimation will be compiled and assessed to develop a five-year projection of transit ridership (total boardings). This analysis will determine an overall, system-wide demand estimate for the current year and 10-year horizon. This analysis consists of the following components:

- Assessment of future transit ridership within the City of Gainesville.
- Estimation of existing population and economic demographic conditions and 10-year projections.
- Identification of unmet transit needs, opportunities and service gaps.
- Ridership analysis by route type (Local Bus, Express Bus, Circulator and other type of bus services).
- Performance measures (route miles, service miles, service hours, boardings per service mile or hour, and average boardings per service run) which are standard outputs of T-BEST.
- Ridership sensitivity to fare analysis.
- A Transit Orientation Index to assess the likelihood of traditional transit use.
- A Density Threshold Assessment to assess potential of traditional and choice transit usage.

An estimate for Americans with Disabilities Act (ADA) paratransit services would be prepared based on existing demographic characteristics (number of ADA trips or service calls per population or aging population), as well as a geographic information system (GIS) analysis of the most frequent trips.

Task 5.02: Identify and Assess Need for Transit Services

A needs assessment will be prepared based upon the results from previously completed tasks to include an assembly of baseline conditions, public and stakeholder input, on-board survey results and the existing operating environment. An additional component of the needs assessment will be based upon a transit propensity analysis using available population Census data for 2010, and annual American Community Survey (ACS) population estimates. Transit propensity will be analyzed using transportation dependent socio-economic characteristics and illustrated using GIS mapping. The T-BEST transit level of service performance measure output results will also be applied to assess transit service needs. Transit opportunities geared towards this market will be identified and assessed per:

- Percentage of zero-car households
- Percentage of low income households
- Percentage of population age 65 and over
- Analysis of population and employment density 10-year projections
- Identification of projected Alachua County growth and increased system capacity
- Distribution of disabled population
- Transit level of service (route miles, service miles, service hours, boardings per service mile or hour, and average boardings per service run)
- Roadway Level of Service

Building upon the findings of the baseline conditions, existing operating environment, land use, transit propensity analysis, traffic levels of service, travel demand estimation and travel behavior the from on-board survey results, the identification of unmet transit needs and potential target markets for new or expanded transit service will be identified throughout the City of Gainesville service area.

Task 5.03: Identify and Evaluate Alternatives

From previous subtask results, opportunities for transit system enhancements through infrastructure and system improvements will be presented and evaluated. Priority service corridors, service and route adjustments, and various capital improvement projects that enhance transit operations will also be identified.

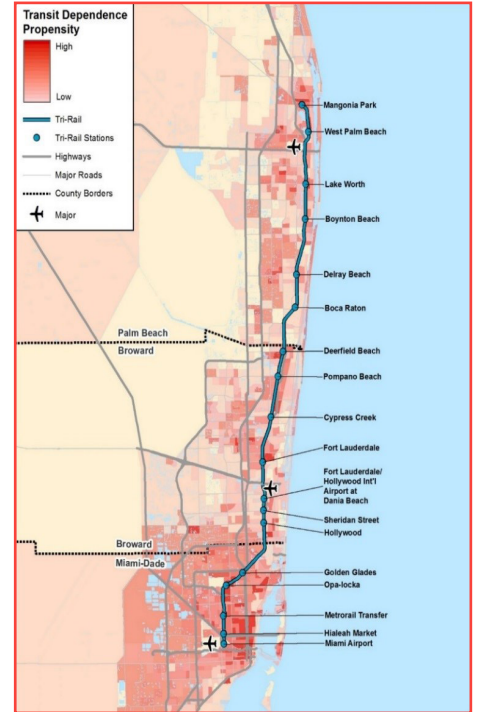
In addition, special event services and Transportation Demand Measures (TDM) may be considered. The development of these various alternative improvements will be coordinated closely with RTS staff and the Review Committee, along with input received from the discussion group workshops. An evaluation framework will be established to facilitate the project prioritization to include but not be limited to the following:

- Existing/projected ridership
- Frequency of service/travel time
- Intermodal connectivity
- Location/connection to activity centers
- Adjacent land-use/right-of-way
- Population and employment density
- Transit propensity
- Transit level of service performance measures (T-BEST output results)

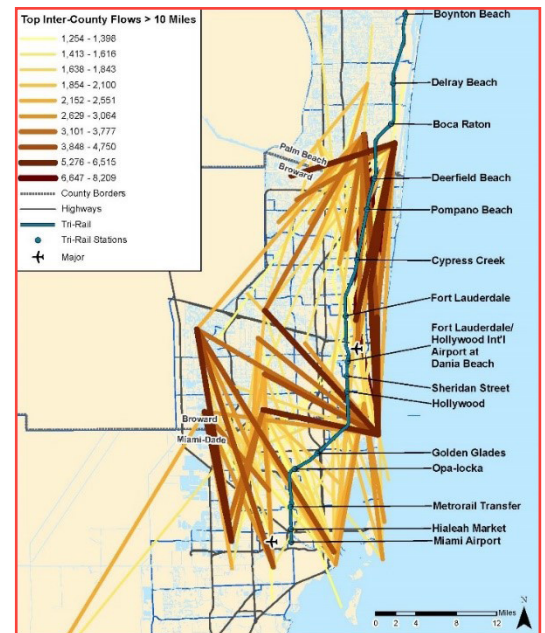
Each alternative will be evaluated to be consistent with state and local transportation plans.

Deliverables:

- Needs and Alternatives Analysis into Technical Memorandum #2



Example of a transit propensity analysis based on zero car and low-income households, as well as student age and senior citizen populations.



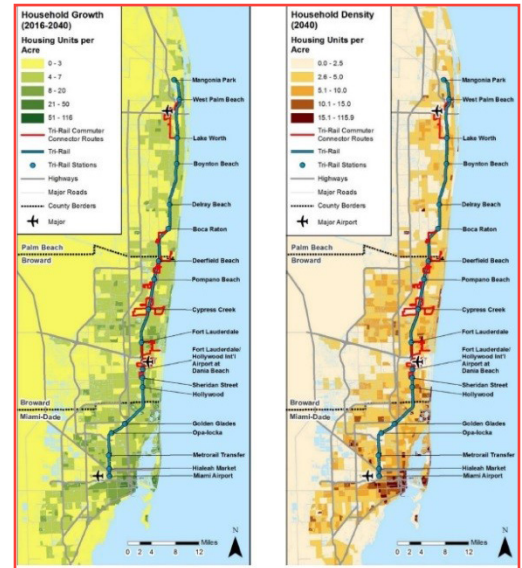
The identification and evaluation of alternatives can be facilitated by an assessment of trip patterns. This was done as part of the TDP Major Update for the South Florida Regional Transportation Authority in determining trip flows between counties in relation to connecting bus routes with commuter rail stations.

TASK 6: CONDUCT SITUATION APPRAISAL

Task 6.01 and 6.02: Review Local Plans and Documents / Perform Situation Appraisal

An in-depth review of relevant local and state plans and documents will be conducted to understand the framework and operating environment in which the RTS TDP will be implemented. Documents to be reviewed include the Gainesville Urbanized Area Metropolitan Transportation Planning Organization's (MTPO) long-range transportation plan, UF's Transportation and Parking Strategic Plan, and other related studies.

This task will assess the RTS transit system based upon external and internal factors, to identify improvements that can enhance delivery of transit services. The situation appraisal will build upon previously completed tasks (including existing operating conditions evaluation and land use patterns, socioeconomic trends, the assessment of future mobility needs, and roadway level of service assessment). Furthermore, an overview of the City of Gainesville organization structure, coupled with agency coordination efforts, including public and stakeholder involvement strategies, will be developed to assess governance issues and their potential impact on the delivery of transit services.



Situation Appraisal in South Florida.

The situation appraisal will encapsulate the following elements:

- **Consistency with State and Local Transportation Plans**
A review of state and local strategic transportation plans to assess the level of proposed and programmed initiatives level of impact on the City of Gainesville services.
- **Comprehensive Land Use Plan Assessment**
An assessment of land use and urban design policies of local comprehensive land use plans will determine whether transit supportive policies and programs (e.g., Transit-Oriented Development) are being encouraged. Based upon the results of this assessment recommended policy amendments will be proposed to identify where greater emphasis may be necessary to further support the promotion of mass transit services. Coordination will occur with the City of Gainesville staff to facilitate this assessment. The comprehensive plan assessment will be based on FDOT TDP Guidance evaluation criterion.

Deliverables:

- Situation Appraisal Documentation (for integration into Technical Memorandum #3 (as part of Task 7))

TASK 7: DEVELOP COMMUNITY TRANSIT VISION, GOALS AND OBJECTIVES

Using the materials prepared in Task 2 (Baseline Conditions) and Task 6 (Situation Appraisal), WSP will support RTS staff and the Review Committee in developing a vision and goals and objectives for the short-to mid-term (up to five years) development of the transit system in the Gainesville area. Goals and objectives will be consistent with the community's goals as stated in recent transportation and land use planning documents, the performance of the existing transit system, projected population and employment growth, land use changes, growth in auto traffic volumes and projected improvements to the roadway network, public and stakeholder input, and other factors.

WSP staff will review with RTS staff the results of the baseline conditions and situational appraisal tasks to provide both a clear understanding of the community’s vision, goals and objectives concerning transit, and data related to community growth, development, and the short-to mid-term future of the transportation system, to support the drafting of a vision statement and an initial set of goals and objectives for RTS for approval by the Review Committee. The approved vision, goals and objectives will be documented by WSP, together with the data and results from Task 6 (Situation Appraisal) in Technical Memorandum 3. The WSP team will prepare a draft memo for review by RTS staff and the Review Committee and will revise, if necessary, before resubmission for approval. The vision, goals and objectives will be included in the material presented to the public in the first round of public and stakeholder outreach (described in Task 8), and will be revised as necessary based on relevant public and stakeholder input.

Deliverables:

- Technical Memorandum #3: Situation Appraisal and Goals and Objectives

TASK 8: PREPARE FIVE-YEAR MAJOR UPDATE TO THE 10-YEAR TDP

Task 8.01: Prepare TDP

With completion of Tasks 1 through 7, the WSP team will begin the process of developing recommended changes to the RTS system that will comprise the content of the 5-Year and 10-Year TDPs. This process will begin with a workshop with RTS staff, members of the Review Committee and other participants selected by RTS, at which WSP will present the results of Tasks 2 and 4 through 7, and a summary of findings and preliminary recommendations. At this initial workshop, and based on previous review of interim deliverables (Technical Memoranda) completed in Tasks 2 and 4 through 7, meeting participants will review the data, analysis and conclusions; exchange questions about the data, analysis methods and results; and discuss the findings and preliminary recommendations. At the end of the workshop (which could run from three to six hours for an agency the size and scope of RTS), WSP and RTS staff, Review Committee members and other participants will have agreed on the analysis and findings, or will outline a path for further analysis and discussions within a short time to resolve any outstanding issues. WSP will develop the presentation and other materials required for the initial agency workshop and will document the outcomes and decisions reached at the workshop in a brief memo to be provided to RTS for review within one week of the workshop’s completion.

Task 8.02 Conduct Public Workshops and Presentations Initial Public and Stakeholder Outreach

As noted in Task 3 above, two rounds of public and stakeholder outreach are recommended to give the public opportunities to comment on the project goals, analysis and recommendations. The first round is to be conducted after completion of Tasks 2 and 4 through 7, and after the initial workshop at which RTS reviews and refines that information. The material developed for the initial agency workshop will form the core of the material shown in the first round of stakeholder and public outreach meetings and events. This will give the public and community leaders the opportunity to review the draft agency vision statement, goals, and objectives, as well as the initial findings and high-level recommendations that result from the data collection and analyses conducted in Tasks 2-7, in addition to providing input on perception of existing transit service and mobility needs.



Initiatives	Mobility Management Strategy Goals				
	People/ Goods Movement Throughout Region	Transit as a Competitive, Viable Transportation Choice	Transit Network Connectivity/ Access	Smart Growth	Access to Full Menu of Advanced Transportation Options
Provincial Policy Statement	✓	✓	✓	✓	
Growth Plan for the Greater Golden Horseshoe Greenbelt Plan and Niagara Escarpment Plan	✓	✓	✓	✓	✓
Halton’s Regional Official Plan	✓	✓	✓	✓	✓
Official Plan of the Burlington Planning Area	✓	✓	✓	✓	✓
Town of Halton Hills Official Plan	✓	✓	✓	✓	✓
The Town of Milton Official Plan	✓	✓	✓	✓	✓
Town of Oakville Official Plan	✓	✓	✓	✓	✓

Access to Full Menu of Advanced Transportation Options	People/ Goods Movement Throughout the Region	Smart Growth	Transit as a Competitive, Viable Transportation Choice	Transit Network Connectivity/ Access
<p>Increase choices for travel by using IDM and innovative technology to match services to needs.</p>	<p>Facilitate the efficient movement of people and goods by investing in transportation infrastructure that supports all modes of transportation.</p>	<p>Support growth management by integrating transit with land use planning and providing higher order transit along key corridors.</p>	<p>Make transit a better choice for more of those who live, work and visit the Region.</p>	<p>Improve network access and connectivity. Increase first/last-mile solutions with greater connectivity between GO and local transit hubs.</p>
<p>Support multi-modal integration and changing demographics with a range of travel options including active and accessible transportation.</p>	<p>Investments in all modes support a range of transportation options to create a more efficient system.</p>	<p>Implement complete streets design to support active transportation and multi-modal options.</p>	<p>Prioritize transit supportive roadway infrastructure, improve the rider experience, and increase service frequencies to make transit more attractive to users.</p>	<p>Provide efficient access and improve station circulation and accommodation.</p>

Goals and objectives not only articulate a community’s vision for its transit system, they also guide service development projects from the analysis of the existing market and service, to the development and evaluation of recommendations.

The five goals of the Halton Region Mobility Management Plan in Ontario were based on input from the public and community leaders, a thorough analysis of the region’s projected growth and land use plans and its transit, roadway and active transportation systems. The goals also referenced the goals, objectives and vision statements of several recent transportation and land use plans and reports developed at the regional and local levels.

As requested in the RFP, WSP and RTS will hold the initial public outreach meeting at a centrally located venue with significant public walk-through traffic. WSP assumes that RTS will assist with identifying and securing an appropriate meeting site. WSP will provide materials for the meetings including presentations, displays and easels, handouts, signage, name-tags, and sign-in sheets, and will have personnel on hand to help conduct the meeting and manage logistics. WSP staff will present the information to the public, if requested by RTS. WSP will provide surveys, comment cards, and electronic means by which to capture public input, including input from persons with limited English proficiency. WSP will document all input and provide it to RTS within 10 days of the public and stakeholder meeting.

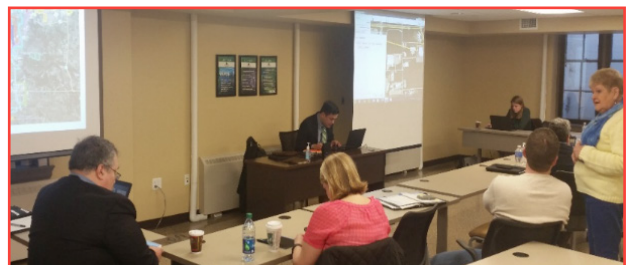
Recommendations Development

Based on the findings and recommendations discussed in the Tasks 2-7 workshop, comments and changes made in the workshop process, and public and stakeholder input, WSP will conduct an internal workshop in which WSP and Foursquare staff will develop initial recommendations to address the community's transit needs, goals and objectives. Recommendations could include 1) changes to existing fixed-route bus alignments, service frequency, service span and running time; 2) new fixed-routes, complete elimination of existing fixed routes, or partial elimination of portions of route alignments or schedules; 3) identification of corridors or locations for transit priority treatments like transit signal priority or queue jump lanes, and identification of potential future bus rapid transit corridors; 4) potential applications of transit service innovations like home to hub, microtransit or other non-traditional transit options; 5) recommendations for new vehicles or vehicle types; and 6) new or modified passenger or operating/maintenance facilities. WSP will develop and validate a spreadsheet model of the existing transit operation for use in estimating the operating cost and fleet requirements associated with proposed change to route alignments or schedules, and develop estimates of the number of hours and miles of service, operating cost and fleet impacts of each proposed change to the existing system.

WSP will develop a spreadsheet model of the RTS fixed-route system to prepare cost and fleet estimates, and potential ADA paratransit cost impacts, for any proposed route or schedule changes. Used in tandem with GIS maps of the route alignments, the model is used in the recommendations development workshops to test the cost and fleet implications of route alignment or schedule changes, in real time during the meeting. This allows workshop participants can see and discuss the potential impacts of their ideas for service changes during the meeting.

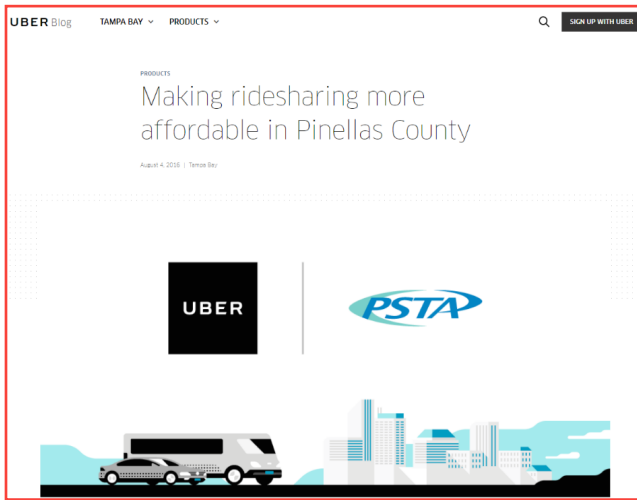
Based on recommendations developed by WSP and Foursquare, WSP will develop a slide show and materials for a recommendations workshop with members of the Review Committee and other participants. For agencies of the size and scope of RTS, this workshop typically takes 1-3 business days to complete. At the workshop, the WSP team will present the proposed recommendations developed in the internal workshop, along with justifications for each change and preliminary estimates of operating and maintenance costs, fleet requirements, projections of ADA service demand and impacts on ADA complementary paratransit service, and the

number of existing passengers whose trip would be impacted, either positively or negatively, by the proposed change. After initially presenting the recommendations, the WSP team, the Review Committee and other participants will discuss in detail each recommendation and each bus route proposed to be changed. During the interactive workshop, WSP staff will use GIS mapping and the spreadsheet model of the system to test proposed changes to the recommendations, in real time, to allow participants to evaluate the potential costs and benefits of their service change ideas. At the end of the workshop session, the WSP team and the Review Committee members will reach consensus on a draft initial set of recommendations to be included in the plan, or will outline a plan for further data collection, analysis or discussions necessary to reach consensus. Once this consensus is reached, the WSP team will revise the workshop presentation and operating model to reflect the draft recommendations, which will be presented to stakeholders and the public for review in the second round of stakeholder and public outreach.



WSP's interactive workshop format speeds up consensus-building and recommendations refinement.

Second Public and Stakeholder Outreach

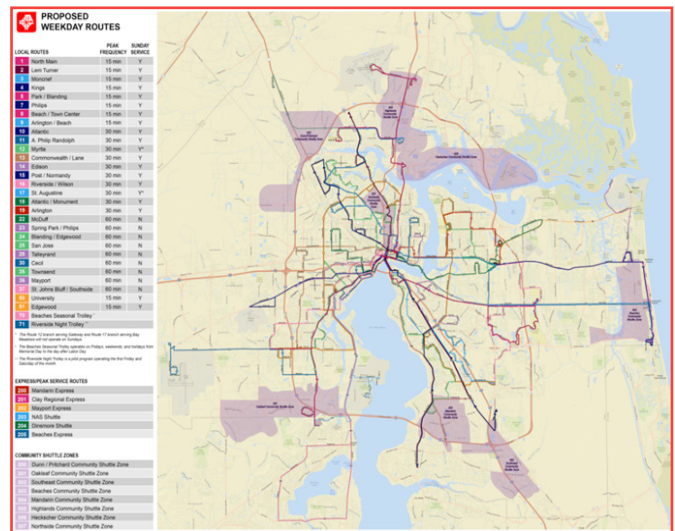


Recommendations will not be limited to changes to fixed-route transit services. WSP is working with several transit agencies to develop or refine programs in which transit agencies partner with Transportation Network Companies and local taxi companies to serve lower-density areas and less busy times of day. PSTA began its Direct Connect program in 2015, subsidizing Uber and taxi trips to transit hubs from lower density areas. As part of PSTA's 2018 Community Bus Plan, WSP is working with PSTA to serve areas where low-ridership routes are being eliminated.

Once the recommendations have been approved by the Review Committee, RTS and WSP will hold a second public and stakeholder outreach meeting to give the public an opportunity to review and comment on the recommendations before they are finalized. As in the first round of meetings, the WSP team will provide materials for the meetings and will assist with meeting management and presentation of the materials and documentation of comments. WSP and RTS staff will be on hand to explain the recommendations to the public—particularly to existing transit users—and to help users understand how they would complete their current trips using the modified transit system. In addition to a formal public meeting, WSP suggests outreach events at major transit transfer points, at the University of Florida and other public locations to intercept existing transit users.

After refinement of the recommendations based on public and stakeholder input, the WSP team will prepare a five-year major update to the 10-year TDP. The update will incorporate the results of Tasks 2 through 7 and the input from the Review Committee from the two workshops and other reviews and input opportunities. The TDP document will provide both a general picture of the proposed future of transit in Gainesville and will be integrated and consistent with regional transportation and land use plans, and will include details to support implementation of recommendations over the duration of the plan. The plan will include:

- A detailed implementation plan that describes and prioritizes the recommended strategies (including changes to fixed-route or paratransit services, or institution of new, innovative services or programs, as well as any new vehicles or facilities required) to be implemented year-by-year over the plan's duration.
- Ridership estimates for the future service and estimates of the number of existing customers who will benefit or be inconvenienced by the proposed recommendations (RTS will develop and provide farebox recovery estimates for inclusion in the report).
- Operating-maintenance costs for any fixed-route or paratransit service changes and for any other programs such as microtransit, first-and-last mile or other proposed programs.
- A financial plan, integrated with the implementation plan, that estimates future funding capacity levels by source and identifies new potential funding sources to support the operating-maintenance and capital costs of the recommendations proposed for implementation in each year, and identification of any unfunded recommendations.



In Jacksonville, WSP patterned the materials showing the proposed new transit system on JTA's own system map and schedules. Comparing the existing and proposed system side by side helped existing transit users understand how they would make their trips using the new system.

Any necessary changes to the governance, organization, management and staffing of RTS to provide the organizational capacity and appropriate personnel to manage the organization as it is proposed to exist through the duration of the plan will be identified.

Table 8.13: Costs for Additional Revenues Scenario

Priority	Route		Time Period	Additional Vehicles Required	Annual Hours	Cost Per Hour	Total Expected Annual Operating Cost	Cumulative Cost
1a	Restore Route 1 Service Span to 11PM.	Local	2000-2300	2	1,960	\$64.18	\$126,000	\$126,000
1b	Restore Route 5 Service Span to 9PM.	Local	2000-2100	1	490	\$64.18	\$31,000	\$157,000
1c	Restore Dial-A-Ride service to 11PM	Dial-a-Ride	0800-2100	5	1,225	\$74.49	\$91,000	\$248,000
2a	Restore Route 1/3 Saturday Service	Local	0900-2100	2	1,248	\$64.18	\$80,000	\$328,000
2b	Restore Route 2 Saturday Service	Local	0900-2100	1	624	\$64.18	\$40,000	\$368,000
2c	Restore Route 6 Saturday Service	Local	0800-2100	1	676	\$64.18	\$43,000	\$411,000
2d	Restore Dial-A-Ride Saturday Service	Dial-a-Ride	0800-2100	14	7,696	\$74.49	\$573,000	\$984,000
3a	Local Route Holiday Service	Local	0600-2300	1	523	\$64.18	\$34,000	\$1,018,000
3b	Commuter Express Holiday Service	Commuter Express	0600-2300	1	172	\$113.60	\$20,000	\$1,038,000
3c	Dial-A-Ride Holiday Service	Dial-a-Ride	0600-2300	1	1,768	\$74.49	\$132,000	\$1,170,000
4a	Operate Route 1 Saturday Service the same as Weekday Service	Local	0900-2100	1	624	\$64.18	\$40,000	\$1,210,000
4b	Operate Route 2 Saturday Service the same as Weekday Service	Local	0900-2100	1	624	\$64.18	\$40,000	\$1,250,000
4c	Operate Route 3 Saturday Service the same as Weekday Service	Local	0900-2100	1	624	\$64.18	\$40,000	\$1,290,000
4d	Operate Route 6 Saturday Service the same as Weekday Service	Local	0800-2100	1	676	\$64.18	\$43,000	\$1,333,000
4e	Operate Route 5 Saturday Service the same as Weekday Service	Local	0900-2100	1	624	\$64.18	\$40,000	\$1,373,000
5a	New Heisley-Tyler Shuttle Service M-F	Local	0800-1400	2	1,960	\$64.18	\$126,000	\$1,499,000
5b	Extend route 4 to Tyler Blvd	Local	0800-1400	1	1,818	\$64.18	\$117,000	\$1,616,000
6	New Concord/Hospital M-F Service	Local	0600-1200	1	1,715	\$64.18	\$110,000	\$1,726,000
7	New Mentor Headland-SR615 M-F Service	Local	0600-1800	1	2,940	\$64.18	\$189,000	\$1,915,000
8a	Operate Route 2 Service Span to 11PM.	Local	2000-2300	2	1,470	\$64.18	\$94,000	\$2,009,000
8b	Operate Route 3 Service Span to 11PM.	Local	2000-2300	2	1,470	\$64.18	\$94,000	\$2,103,000
8c	Operate Route 5 Service Span to 11PM.	Local	2100-2300	1	490	\$64.18	\$31,000	\$2,134,000
8d	Operate Route 6 Service Span to 11PM.	Local	2000-2300	2	1,470	\$64.18	\$94,000	\$2,228,000
9	Restore Dial-a-Ride Service	Dial-a-Ride	0800-2100	5	9,800	\$63.45	\$622,000	\$2,850,000
10	New Sunday Dial-a-Ride Service	Dial-a-Ride	0800-1400	5	2,080	\$63.45	\$132,000	\$2,982,000
11	New Commuter Express Midday Service	Commuter Express	1100-1300	2	1,470	\$113.60	\$167,000	\$3,149,000

For Laketrans, in the Cleveland suburbs, WSP developed a step-by-step implementation plan for transit improvements that included operating and vehicle costs for each individual proposed service change. Finances were uncertain at the time of the plan's completion, so the prioritized list allowed Laketrans to implement the recommendations in priority order within the available funding. Because funding reductions also were possible, WSP also provided Laketrans with a prioritized list of existing services based on the productivity of each agency service, to ensure that any service cuts were concentrated on routes and services that would have the least negative impact on customers.

Presentations

In addition to the public and stakeholder outreach events described above, WSP will develop presentations and materials for presentations to other stakeholder and governance groups as listed in the RFP, including the transit agency advisory board, Gainesville City Commission and County Board of Commissioners, the Metropolitan Transportation Planning Organization Board, Technical Advisory Committee and Citizens Advisory Committee, and the Regional Workforce Board. WSP will document comments received at the meetings and revise the recommendations as required in response to the comments of these groups.

Tasks 8.0, 8.04 and 8.05: Draft Executive Summary and Final TDP Documents

With the recommendations finalized after all presentations are completed, WSP will develop a draft full TDP report and Executive Summary document for review by RTS and the Review Committee. The full document will include appendices that provide more detailed data analysis and methodological information. The Executive Summary document will be developed in an accessible format focusing on the benefits of the plan for distribution to the public. WSP will produce and submit an electronic copy (PDF) of the Draft TDP for dissemination, review, comment, and acceptance. Comments on the Draft TDP will be addressed for the final version of the plan. After addressing comments on the draft document, WSP will issue a final TDP document and Executive Summary document. The draft reports will be provided in electronic PDF format, while the final versions will be provided in both electronic (PDF and Microsoft Word or InDesign native files) and hard copy (20 copies). All relevant data, GIS and analysis files will be provided on CD.



For the Greater Cleveland RTA Strategic Plan, WSP worked with a graphic design firm to develop a “popular” summary to explain the complex capital and strategic plan to stakeholders and the public. WSP has these graphic resources within its transit planning team, and will develop a visually attractive Executive Summary that will explain the proposed changes and benefits of the proposed plan in terms that will be accessible to stakeholders, transit users and members of the public.

Deliverables:

- Draft and Final TDP Report
- Draft Final Executive Summary of TDP Report
- Summary of Public Workshop Input (for integration into TDP Report)

SCHEDULE

A preliminary schedule for preparation of the 5-Year TDP Update is presented on Page 18. The schedule assumes, per the RFP, a Notice to Proceed to the consultant team on February 1, 2019 with completion by August 2019. This is a tight but achievable schedule. It integrates final agency review/approval briefings at the end of study to secure TDP approval, including the City of Gainesville Planning and City Commissions, Alachua County Board of Commissioners, and the North Central Florida TPO Technical and Citizen Advisory Committees and NCFTPO Board. Presentations to the most applicable UF and Santa Fe College Boards will also be included.

TEAM ORGANIZATION

To accomplish the work on the project, WSP has assembled a team of highly qualified transit planners and public involvement specialists. The chart on Page 19 presents our proposed organization for the study. WSP will serve as the lead consultant, leading Tasks 1, 3, 5, 6, 7 and 8. Foursquare (DBE) will provide transit operations planning assistance, leading Task 2 and assisting with Task 4. TempForce Gainesville (Tempforce) will assist with the new on-board rider survey in surveyor recruitment and data tabulation (similar role they played in the previous RTS 5-Year TDP Update). WhereBy.Us is available to provide additional social media/public involvement strategies as desired by RTS.

KEY STAFF



ALAN DANAHER, AICP, PE, PTOE, PTP
PROJECT MANAGER

Alan Danaher will serve as WSP's Project Manager. Alan has over 44 years of transit and transportation planning experience, including working for two public transit agencies – Denver RTD and Tri-Met in Portland, OR. He is very familiar with existing RTS operations, having managed the previous Gainesville Bus/BRT Alternatives Analysis and playing key roles on the Gainesville Streetcar Feasibility Study and SR 26 Multimodal Corridor Study.



TIM ROSENBERGER, AICP
SENIOR ADVISOR

Tim Rosenberger will serve as overall Senior Advisor and assist with TDP Development and Programming. Tim has over 30 years of experience in transit planning, and led the award-winning Route Restructuring Analysis and TDP development for JTA in Jacksonville, and the recent PSTA Community Bus Plan in Pinellas County. He also assisted on the previous RTS COA in Gainesville. He has worked on over 40 transit studies, including numerous TDPs and COAs.



JOHN LAFFERTY
SITUATION APPRAISAL

John Lafferty will assist with TDP Development and Programming. John has over 20 years of planning experience, and has managed TDP and transit system planning studies for Florida's two largest transit systems in Miami-Dade and Broward Counties for two decades.



LAURA MINNS, AICP
INVENTORY AND PUBLIC INVOLVEMENT

Laura Minns will assist with the Inventory and Public Involvement tasks. Laura has over 25 years of experience, including working as a Senior Planner at LYNX in Orlando, leading their capital development program and assisting with transit planning efforts.



JESSICA ALVAREZ, PTP
TRANSIT OPERATIONS PLANNING

Jessica Alvarez will lead Foursquare's support in Transit Operations Planning. Jessica has over 10 years of experience, formerly worked as a Planning Analyst with RTS, and graduated from the University of Florida. She has worked on several recent TDP studies on the East Coast, including TDP studies in two similar university towns in Charlottesville and Blacksburg, Virginia.



REBEKAH MONSON
PUBLIC INVOLVEMENT

Rebekah Monson is co-founder and Chief Operating Officer for WhereByUs. With more than a decade of experience in journalism, technology, online media and design, she is an active collaborator with a proven ability to manage complex problems, high-achieving teams, tight deadlines and challenging business conditions

SCHEDULE

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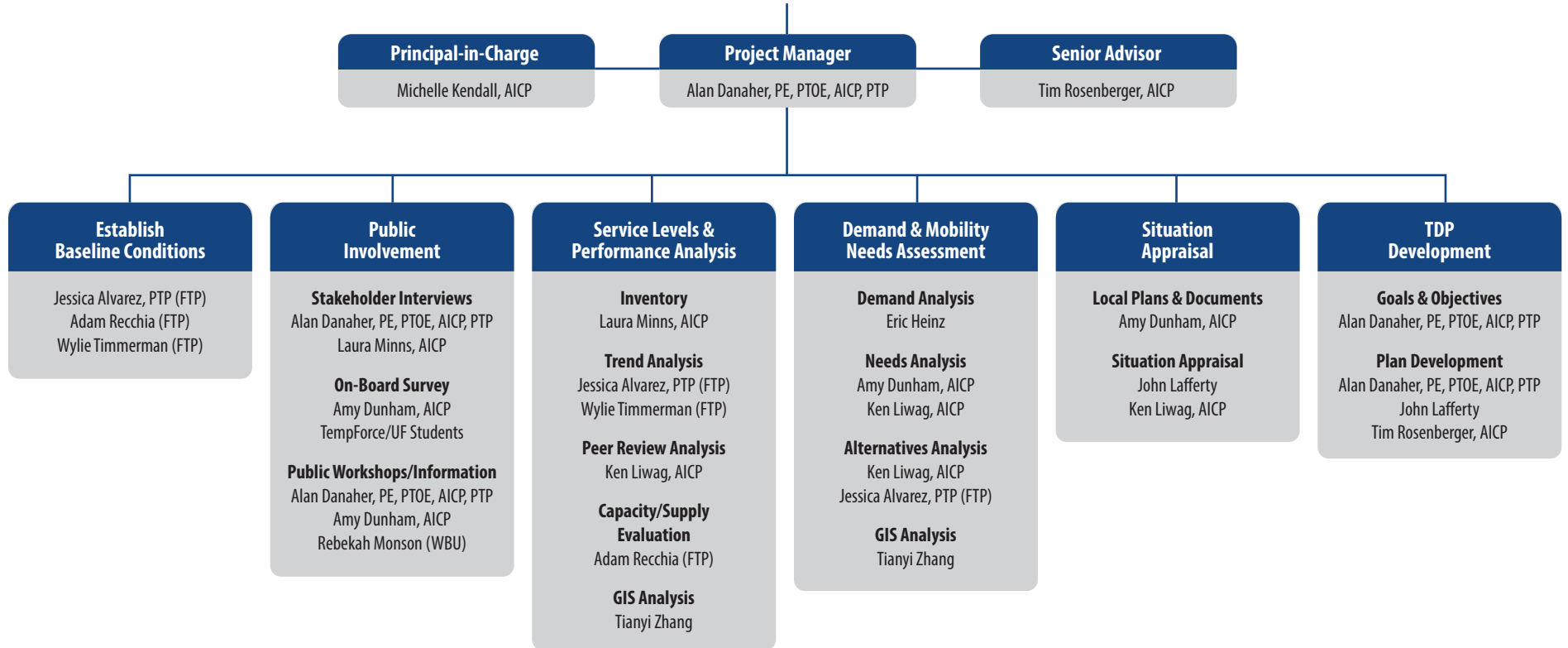
DRAFT PROJECT SCHEDULE - CITY OF GAINESVILLE MAJOR TRANSIT DEVELOPMENT PLAN UPDATE

WORK TASK	February				March				April				May				June				July				August						
	2/1/2019	2/8/2019	2/15/2019	2/22/2019	3/1/2019	3/8/2019	3/15/2019	3/22/2019	3/29/2019	4/5/2019	4/12/2019	4/19/2019	4/26/2019	5/3/2019	5/10/2019	5/17/2019	5/24/2019	5/31/2019	6/7/2019	6/14/2019	6/21/2019	6/28/2019	7/5/2019	7/12/2019	7/19/2019	7/26/2019	8/2/2019	8/9/2019	8/16/2019	8/23/2019	8/30/2019
TASK 1: ESTABLISH AND COORDINATE WITH REVIEW COMMITTEE																															
1.1 - Establish a Review Committee																															
1.2 - Review Committee Meetings									*							*												*			
TASK 2: ESTABLISH BASELINE CONDITIONS																															
2.1 - Compile Baseline Data for Study Area																															
2.2 - Prepare Baseline Documentation for Technical Memorandum No. 1																															
TASK 3: FACILITATE PUBLIC INVOLVEMENT																															
3.1 - Develop Public Involvement Plan																															
3.2 - Conduct Stakeholder Interviews						*	*	*	*	*																					
3.3 - Conduct On-Board Survey						*	*	*	*	*																					
3.4 - Conduct Discussion Group Workshops							*	*	*	*	*																				
TASK 4: IDENTIFY AND EVALUATE EXISTING TRANSIT SERVICES																															
4.1 - Inventory Existing Transportation Services																															
4.2 - Conduct Trend Analysis of Existing Transit Service																															
4.3 - Conduct Peer Review Analysis of Existing Transit Service																															
4.4 - Conduct Capacity/Supply Evaluation of Existing Transit Service																															
4.5 - Prepare Technical Memorandum No. 1																															
TASK 5: EVALUATE DEMAND AND MOBILITY NEEDS																															
5.1 - Estimate Demand for Transit Services																															
5.2 - Identify & Assess Needs for Transit Services																															
5.3 - Identify & Evaluate Alternatives																															
5.4 - Prepare Technical Memorandum No. 2																															
TASK 6: CONDUCT SITUATION APPRAISAL																															
6.1 - Review Local Plans & Documents																															
6.2 - Perform Situation Appraisal																															
TASK 7: DEVELOP GOALS AND OBJECTIVES																															
7.1 - Integrate Situation Appraisal & Previous Public Input																															
7.2 - Develop Draft Goals & Objectives																															
7.3 - Prepare Technical Memorandum No. 3																															
TASK 8: PREPARE FIVE-YEAR TRANSIT DEVELOPMENT PLAN																															
8.1 - Prepare Five-Year Major Update to the Ten-Year TDP																															
8.2 - Conduct Public Workshops & Presentations																															
8.2.1 - Conduct Public Workshops								*																							
8.3 - Prepare Draft TDP Document																															
8.4 - Prepare Draft Executive Summary for TDP																															
8.5 - Prepare Final TDP Document																															

- = Meeting or Presentation
- = Final Deliverable
- Transit Agency Advisory Board
- City Commission
- County Board of Commissioners
- MTPO Board
- MTPO TAC/CAC
- Region 9 Workforce Board



Regional Transit System



Subconsultants

Foursquare Integrated Transportation Planning, Inc. (FTP) - DBE
 TempForce of Gainesville (TF)
 WhereBy.Us (WBU)

All personnel are WSP staff unless otherwise noted.

Staff Organization





ALAN R. DANAHER, PE, PTOE, AICP, PTP
Project Manager



Years with the firm

10

Years total

44

Professional qualifications

Professional Engineer:
Florida, 1992 (45385);
Colorado, 1980 (16906);)

Professional Traffic Engineer: California, 1988 (1506)

Professional Traffic Operations Engineer, 2000

Professional Transportation Planner, 2007

CAREER SUMMARY

Alan Danaher is a leading transit/transportation engineer and planner within the U.S., having worked in the public and private sectors for over 40 years. Alan currently is an Assistant Vice President and Senior Supervising Engineer with WSP Transit and Rail Systems. In his role, he is responsible for assisting in the development and managing of WSP’s international practice in bus rapid transit, streetcar, and transit priority projects, as well as serving as a senior resource on transit planning and research, transportation planning, and traffic engineering projects. He is nationally recognized in North America as a leader in bus rapid transit systems, transit signal priority and other transit ITS systems, and transit capacity and quality of service assessment. His experience has included important roles with two public transit agencies in the U.S. – at Tri-Met in Portland, OR, and with the Denver Regional Transportation District.

Alan also has an excellent reputation as a researcher related to transit systems, having served as a Principal Investigator on three research projects for the national Transit Cooperative Research Program (TCRP), including the development of the first and second editions of the Transit Capacity and Quality of Service Manual, the BRT Practitioner’s Guide, and a new Fixed-Route Bus Reliability Handbook. He also has worked on or served as Senior Advisor on several other TCRP projects, including those involving development of a Guidebook on Transit Performance Measurement Systems, Suburban Transit Service Guidelines, and Guidelines for Locating and Designing Bus Stops. He also has worked extensively with the Florida Department of Transportation in undertaking transit quality of service research, including preparation of FDOT’s Transit Quality of Service Applications Guide and the MPO Transit Quality of Service Reporting Guide.

EDUCATION

M.S., Civil Engineering (Urban Transportation Planning Specialty), Northwestern University	1976
B.S., Civil Engineering, Purdue University	1973

PROFESSIONAL EXPERIENCE

- Gainesville Bus Rapid Transit (BRT)/Bus Alternatives Analysis (AA), City of Gainesville, Florida: managed an AA to evaluate a new BRT service in the east-west corridor through Gainesville to serve the University of Florida, Santa Fe College, downtown, and Gainesville Regional Airport. Work included an extensive alignment screening assessment, identification of alternate running-way treatments on arterial streets, station design concepts, financial/economic development analysis, and ridership projects. Follow-up work included a site evaluation and development of conceptual plans for a new bus transit center on the University of Florida campus.





ALAN R. DANAHER, PE, PTOE, AICP, PTP

Project Manager

- Gainesville Streetcar Feasibility Study, City of Gainesville, Florida: led the development of ridership projections, streetcar technology assessment, and capital cost estimates for a study to evaluate the feasibility of developing a new streetcar line connecting downtown Gainesville and the University of Florida.
- State Road (SR) 26 Corridor Study, City of Gainesville, Florida: project engineer for a corridor improvement study focused on pedestrian and bicycle improvements in the University Boulevard corridor on the north side of the University of Florida campus, and access to bus stops along the corridor. Work included extensive field review and capital cost estimating.
- Transit Quality of Service Evaluations—Metropolitan Planning Organization (MPO) Regional Transportation System Plans, Gainesville, Jacksonville, Orlando, and Tallahassee, Florida: managed studies to assess the transit quality of service associated with transit system alternatives and the final system plan associated with several MPO transportation plan updates. The team worked with North Central Florida MPO, First Coast MPO, MetroPlan Orlando, and Capital Region MPO.
- Tri-Rail Transit Development Plan, South Florida Regional Transportation Authority, South Florida: assisted in the development of the 2025 Transit Development Plan for Tri-Rail and supporting feeder bus service. Work included an extensive peer review evaluation of other systems.
- General Planning Services, Central Florida Transportation Authority (LYNX), Orlando, Florida: currently serving as Deputy Project Manager for an on-call transit planning contract with LYNX. Work completed to date includes updating the agency Intelligent Transportation System (ITS) Strategic Plan and ITS architecture for the agency, providing GIS services in expanding the agency's data base, development of a BRT Business Plan, and developing concept designs for improvements at two existing bus transit centers.
- Downtown Orlando Transit Circulator Expansion AA, LYNX, Orlando, Florida: managed an AA study to assess how best to expand the existing LYMMO bus circulator in central Orlando. Study includes extensive existing conditions assessment, development and evaluation of BRT and streetcar alternatives, ridership projections, capital and operating cost estimating, public and agency involvement, submittal of an AA report to the Federal Transit Administration (FTA) and subsequent New or Small Starts application.
- Miami-Dade Access to Transit Facilities Study, Miami, Florida: Served as Senior Advisor for a study to assess bus access and facility improvements associated with major bus transfer centers and park-n-ride facilities in Miami-Dade County. Work included extensive field review, bus and traffic operations analysis and facility concept design. For the Miami-Dade MPO.
- Strategic Corridors Plan, Piedmont Area Regional Transportation, North Carolina: assisted on a regional transit development plan study in the Piedmont Triad region (Greensboro, Winston-Salem, and High Point) to identify regional bus service improvements and small town bus circulator development. Work included several stakeholder interviews, alternatives development and evaluation, and development of new transit service standards.
- Transit Modal Plan, Arlington County Department of Transportation, Virginia: managed the development of a transit system plan for the county, including the development of a primary transit network and identification of transit preferential treatments.
- Transit Emphasis Corridor Study, Hillsborough Area Regional Transit, Tampa, Florida: assisted in a study to identify service warrants and required operating and physical improvements to implement BRT in seven potential corridors in the Tampa area. The study involved the development of a unique screening evaluation methodology. Led the development of a framework plan for transit signal priority, real-time passenger information, and other ITS applications associated with BRT implementation.
- Transit Quality of Service Research, FDOT Public Transit Office, Florida: managed the development of a transit quality of service applications guide, as well as an assessment of potential transit impact fee and proportionate share strategies. Also developed a reporting guide on how MPOs should address transit quality of service in their regional transportation plan updates.



TIMOTHY ROSENBERGER, AICP
Senior Advisor



CAREER SUMMARY

Tim Rosenberger is a senior transit operations planner and project manager, specializing in mass transit operations and systems planning. He has managed and served as technical lead on a wide variety of transit and transportation planning projects, including strategic and detailed system-wide planning for mass transit organizations and metropolitan planning organizations; transit route and system design including transit development plans and comprehensive operational analyses; corridor planning studies and operating cost estimating for alternatives analysis and environmental studies of potential rail and bus rapid transit projects; planning and conceptual design of transit passenger facilities and facility area land use and development plans integrating transit and land use based on the application of transit oriented development (TOD) and new urbanist design principles; survey design and implementation; rail and bus operations modeling; and bicycle and pedestrian facilities planning. Tim leads a multi-disciplinary team of planners, engineers and designers that help transportation agencies improve their services through better integration of transit operations, transit and non-motorized transportation facilities, traffic operations, and land use and development. He has developed innovative approaches both project decision making and public engagement that makes building consensus on project decisions faster, more efficient and more secure. Prior to joining WSP, Tim was a planner with the Greater Cleveland Regional Transit Authority.

Years with the firm

23

Years total

25

Professional qualifications

Certified Planner: AICP

Areas of practice

Mass Transit Operations

Systems Planning

EDUCATION

M.S., Urban Studies, Cleveland State University, Cleveland, Ohio 1991

B.A., Sociology and Social Work, Youngstown State University, Youngstown, Ohio 1989

PROFESSIONAL EXPERIENCE

- Comprehensive Operational Analysis (COA)/Transit Development Plan (TDP) Update, Jacksonville Transit Authority (JTA), Jacksonville, Florida: technical lead on this combined COA and TDP major update for JTA, the transit authority for the Jacksonville region. Lead technical analyst for analysis and reconfiguration of local and express bus routes, integration of bus and people-mover services, and identification of new priority transit corridors. Conducted workshops to develop bus route change recommendations and implementation plan, developed operating and maintenance cost models and fleet and facilities plan for short- and medium-term development of transit system. The plan recommended alignment and/or schedule changes to every bus route as JTA reconfigured its system around a four-line BRT system under development. JTA transit ridership increased by more than 10 percent within one year of the plan's implementation.





TIMOTHY ROSENBERGER, AICP
Senior Advisor

- Transit Development Plan (TDP) Update (2008), Miami-Dade Transit (MDT), Miami, Florida: lead technical resource on a major update of MDT’s TDP. Recommended future changes to bus route structure and coverage for MDT’s bus routes based on transit propensity analysis and demographic analysis of the Miami-Dade County service area. Develop an evaluation methodology and structure to evaluate all aspects of the system as required in FDOT guidance on creation of transit development plans. Made other technical recommendations based on analysis of transit system.
- Transit Development Plan Major Update, South Florida Regional Transit Authority (SFRTA), Ft. Lauderdale, Florida: led system planning, peer review and transit propensity analysis efforts for this system plan for SFRTA, which includes the Tri-Rail commuter rail serving Miami, Ft. Lauderdale and West Palm Beach. Served as senior advisor to planning efforts and development of recommendations.
- Transit Master Plan, Broward County Transit, Fort Lauderdale, Florida: project manager for development plan for this fast-growing urban-suburban transit system in South Florida. Tasks include analysis of transit system performance and development phased service recommendations for the development and expansion of this transit system over the next 25 years. Produced detailed cost estimates based on detailed hypothetical transit network. Recommended up to 10 future high-capacity (rail or bus) lines for future study.
- Regional Strategic Plan, Northeast Ohio Areawide Coordinating Agency (NOACA), Cleveland, Ohio: project manager for a plan for identifying regional transportation, governance and development, vision and for determining NOACA’s potential role in helping the northeastern Ohio region achieve this vision. Oversaw analysis of past regional visioning exercises and analysis of regional transportation and development data. Analyzed future changes in development patterns, demographic and economic change in northeast Ohio and their implications for the future development of transportation infrastructure in the region. Led visioning and strategy development sessions with NOACA staff and NOACA’s 50 member regional board. Developed regional plan for board adoption and implementation.
- Transit Development Plan, Knoxville Area Transit, Knoxville, Tennessee: oversaw fare analysis and corridor analysis as part of a consulting team conducting the transit development plan for Knoxville’s Metropolitan Planning Organization. Developed and analyzed various fare policy scenarios and developed new fare policy to increase revenue and address equity concerns. Identified potential fixed-guideway (BRT and LRT) corridors, analyzed potential and recommended phasing plan for development of fixed guideway and transit-oriented development (TOD) improvements in various transit corridors.
- Northwest Ohio Regional Transit Plan, Toledo Metropolitan Area Council of Governments, Toledo, Ohio: project manager on this regional transit needs assessment for the Toledo region for Toledo Metropolitan Area Council of Governments (TMACOG), the Toledo regional MPO. Project includes public outreach and interviews with key regional leaders; assessment of existing transit services, development of estimates of future needs and recommendations for modifications/expansions to the transit network.
- Transportation Master Plan, Town of Milton, Ontario: technical lead for transit operations for this transportation master plan update for Milton, a fast-growing Toronto suburb anticipating a doubling of its population by 2040. Oversaw analysis of transit system and led development of recommendations for phased modification of existing transit routes and implementation of new routes to serve as-yet undeveloped sections of the town when development thresholds are met. Recommended improvements to GO rail station connections and modifications to bus route schedules to maintain coordination with GO train schedules.
- Master Plan 2016-2020, Grand River Transit (GRT), Kitchener-Waterloo, Ontario: technical lead for a multi-faceted project focused on integrating the agency’s fixed-route transit service around GRT’s new ION light rail system, which will open in 2017. Assisted the agency in upgrading its system performance monitoring system for use in future planning and agency management. Guided development of a new bus operating plan to transition fixed-route transit service from a regional hub-based system to a multi-nodal system using future ION stations as regional hubs. Analyzed ION station and station-area design and land use to identify bus-to-rail, bus-to-bus and pedestrian connections and appropriateness of proposed ION station land use and zoning.





JOHN F. LAFFERTY

Situation Appraisal



CAREER SUMMARY

John Lafferty is a supervising planner with 20 years of professional experience in project management, transportation planning, financial planning and stakeholder outreach. John has actively undertaken a wide array of transportation planning projects in both a management and technical role to include various technical analyses and assessment efforts for local, regional and state government agencies. John is responsible for multimodal transportation/transit planning and environmental evaluation of capital improvement projects in accordance with the National Environmental Policy Act (NEPA) process and Federal Transit Administration (FTA) project development requirements

Years with the firm

16

Years total

22

EDUCATION

M.P.M, Environmental Policy, University of Maryland	2000
B.S., Environmental Biology, State University of New York	1993

PROFESSIONAL EXPERIENCE

- South Florida Regional Transportation Authority (SFRTA) Transit Development Plan Major Update (2008), Miami, Florida: Project manager for the development of a 10-year project improvement program for the SFRTA. Major tasks included the documentation of existing conditions of the South Florida region, overview of SFRTA and existing commuter rail services, development of an implementation plan to include capital, operation and planning improvement recommendations, as well as corresponding operating and capital costs. A financial plan listing operating and capital expenses and anticipated revenues by source was also tasked.
- Miami-Dade Transit (MDT) Development Plan Major Update (2009), Miami, Florida: Project manager for the development of MDT’s Fiscal Year (FY) 2010-2019 Transit Development Plan (TDP) major update and the MDT’s Bus Service Efficiency and Restructuring Plan. Responsible for the oversight of all plan elements, including peer review, situational analysis, evaluation of performance measures, analysis of ridership data, public involvement, agency coordination and document preparation.
- Miami-Dade Transit (MDT) Development Plan Annual Update (2010 – 2013), Miami, Florida: Managed the preparation of an annual transit development plan (TDP) for MDT from 2010 through 2013. Major tasks included the assessment of transit service performance and updating a 10-year project implementation plan, including capital, operations and planning improvement recommendations
- 2040 Southeast Florida Regional Transit System Master Plan: Planning lead for the development and preparation of regional transit system master plan vision. Led stakeholder coordination activities and technical analysis that resulted in the identification of regionally significant transit corridors and mode recommendations for the south Florida region.





JOHN F. LAFFERTY

Situation Appraisal

- Tri-Rail Transit Development Plan, South Florida Regional Transportation Authority, South Florida: assisted in the development of the 2025 Transit Development Plan for Tri-Rail and supporting feeder bus service. Work included an extensive peer review evaluation of other systems.
- Downtown Orlando Transit Circulator Expansion AA, LYNX, Orlando, Florida: managed an AA study to assess how best to expand the existing LYMMO bus circulator in central Orlando. Study includes extensive existing conditions assessment, development and evaluation of BRT and streetcar alternatives, ridership projections, capital and operating cost estimating, public and agency involvement, submittal of an AA report to the Federal Transit Administration (FTA) and subsequent New or Small Starts application.
- Strategic Corridors Plan, Piedmont Area Regional Transportation, North Carolina: assisted on a regional transit development plan study in the Piedmont Triad region (Greensboro, Winston-Salem, and High Point) to identify regional bus service improvements and small town bus circulator development. Work included several stakeholder interviews, alternatives development and evaluation, and development of new transit service standards.
- Rapid Transit Plan, City of Ottawa, Ontario: served on an international peer review panel to provide input to the City on its proposed rapid transit plan for year 2031. Attended briefing meetings, prepared peer review panel report, and made presentations to City staff and council members. Recommendations included conversion of the inner portion of the transitway system to LRT, constructing a subway tunnel for LRT through the downtown area, and development of a new streetcar line.
- Transit Modal Plan, Arlington County Department of Transportation, Virginia: managed the development of a transit system plan for the county, including the development of a primary transit network and identification of transit preferential treatments.
- Miami-Dade Transit Program Management Consultant: served as planning manager for this seven-year contract. Responsibilities included day-to-day contact with the Miami-Dade Transit management team. Professional services were provided for various planning projects to include the preparation of TIGER grant applications, transit planning research and analysis, as well as transit station and multimodal planning and conceptual design.
- General Engineering Consultant Services Contract, SFRTA, Miami, Florida: Project manager responsible for servicing a general engineering contract specifically related to design and construction management. Projects included the Cypress Creek parking lot design, bike locker locations and procurement package, as well as other various systemwide projects.
- Transit Emphasis Corridor Study, Hillsborough Area Regional Transit, Tampa, Florida: assisted in a study to identify service warrants and required operating and physical improvements to implement BRT in seven potential corridors in the Tampa area. The study involved the development of a unique screening evaluation methodology. Led the development of a framework plan for transit signal priority, real-time passenger information, and other ITS applications associated with BRT implementation.
- Transit Quality of Service Research, Florida Department of Transportation Public Transit Office, Florida: managed the development of a transit quality of service applications guide, as well as an assessment of potential transit impact fee and proportionate share strategies. Also developed a reporting guide on how MPOs should address transit quality of service in their regional transportation plan updates.





AMY DUNHAM, AICP
Senior Transportation Planner



CAREER SUMMARY

Amy Dunham is a senior transportation planner with experience in federal, state and regional transit planning. She has worked on several transportation planning projects in partnership with the Federal Highway Administration (FHWA) Office of Planning; Federal Transit Administration (FTA); Florida Department of Transportation (FDOT); Central Florida Regional Transportation Authority (LYNX); and others. Mrs. Dunham has significant experience in data analysis, land use analysis, corridor and subarea analysis, and community/agency outreach.

EDUCATION

Years with the firm

1

M.A., Urban and Regional Planning, University of Florida 2013

Years total

6

B.S., Civil Engineering, University of Florida 2011

Professional qualifications

American Institute of Certified Planners, 2017

Engineer in Training: Florida, 2010

PROFESSIONAL EXPERIENCE

- General Planning Consultant (GPC) General Engineering Contract, Central Florida Expressway Authority (LYNX), Orlando, Florida: planner for this continuing services contract for architectural and engineering services. Projects have included: conceptual design for the Rosemont and Florida Mall SuperStop sites; conceptual design, final design and CEI for the new Pine Hills Transfer Center; and the update of LYNX’s intelligent transportation system (ITS) architecture. Work includes design of transit shelters, pedestrian and bicycle access, utility location, roadway improvements, drainage, aesthetics, bus access and routing and security. Also included are site evaluations of new locations for potential SuperStop relocations, including vehicular and pedestrian access.
- Pine Hills Road Pedestrian/Bicycle Safety Study, Orange County, Florida: planner for a corridor study along Pine Hills Road to identify existing pedestrian and bicycle travel patterns, crash experience, and remedial roadway and pedestrian bicycle facility improvements. Work included an assessment of transit ridership, improved stop locations and consolidation, and crime prevention through environmental design (CPTED) considerations such as lighting.

Previous Experience

Prior to joining WSP, Amy worked for a consultant. Prior to that, she conducted transportation policy and finance research for the Eno Center for Transportation in Washington, D.C. and the University of Florida (UF) Center for Health and Built Environment, focusing in transportation policy for state and regional agencies. At Eno, she authored a policy report evaluating the U.S. DOT Transportation Investments Generating Economic Recovery (TIGER) discretionary grant program, providing policy recommendations for Congress and the Administration.





AMY DUNHAM, AICP
Senior Transportation Planner

- LYMMO Systemwide Survey, LYNX, Orlando, Florida: assisted with development, implementation, and application of a region-wide survey to obtain input from local businesses and neighborhood representatives regarding current LYMMO operations and their viewpoint on the potential institution of a fare for service.
- Lansing/Grand River Avenues Bus Rapid Transit (BRT) Environmental Assessment, Capital Area Transportation Authority, Lansing, Michigan: developed the Land Use and Environmental Justice chapters of a proposed BRT corridor, as part of an Environmental Assessment (EA).
- Vision 2040 Long Range Plan, VIA Metropolitan Transit, San Antonio, Texas: worked on several chapters of Vision 2040, most notably the Funding and Finance and the Capital Needs chapters, which examined a wealth of federal, state, regional, local, and “out-of-the box” funding programs and financing mechanisms, and their viability for VIA’s use against several criteria.
- VTrans 2040 Program Technical Support, Virginia Department of Transportation (VDOT), Virginia: worked on several components of developing statewide needs for the VTrans 2040, the state’s long-term transportation planning process. Worked closely with the Virginia Office of Intermodal Planning and Investment (OIPI) and other consultants to identify a list of 800 statewide needs, consolidate needs, prioritize needs, and develop project-level recommendations for the top tier of needs.
- 2040 Long Range Transportation Plan (LRTP) Revenue Projections, Indianapolis Metropolitan Planning Organization (MPO), Indianapolis, Indiana: worked as part of a small team who developed short- and long-term revenue projections for Indianapolis MPO in the development of their 2040 LRTP, for federal, state, local, and other funding programs.
- Managing for Results (MFR) and Annual Attainment Report (AR), Maryland Department of Transportation (MDOT), Statewide, Maryland: contributed significantly to the development of the 2016 and 2017 MFR and the 2014, 2015, and 2016 AR, legislatively-mandated transportation performance reports produced annually by MDOT. In 2015-2016, served as Deputy Project Manager of the 2016 AR, managing the scope, schedule, budget, and execution of deliverables.
- Regional Bus Staging, Layover, and Parking Location Study, Metropolitan Washington Council of Governments, Washington, D.C.: worked as part of a consultant team that examined the need for bus staging, layover, and parking locations in D.C. and Arlington County, reviewed the existing conditions and future growth and demand for motorcoach services, and summarized the site screening, selection, and evaluation process.
- Cost Allocation Model Support, Northeast Corridor Commission (NECC): worked closely with the NECC on the development and implementation of their annual cost allocation model, supporting financial analysis, outreach with Amtrak and the respective transit agencies.
- Displacement Analysis Tool Development, VIA Metropolitan Transit, San Antonio, Texas: developed a displacement analysis tool that can be used to measure the “vulnerability of displacement” of a particular Census Tract as compared with a regional average.
- HB2 (now known as SMART SCALE) Grant Program Technical Support, VDOT, Virginia: worked on the development of the first round of HB2, developing performance measures, performance criteria, as well as program organization, in close partnership with VDOT. As part of a small team, provided support to VDOT staff in public workshops across Virginia, presentations, and focus groups during the development and release of the first round. In 2016, worked as part of a small team with VDOT to develop “HB2 Lessons Learned” through a series of workshops around Virginia and dialog with applicants and recipients. Renamed SMART SCALE in 2016, she continued to assist with development of an Application Guide, Policy Guide, and Technical Guide for the second round.





ERIC HEINZ

Senior Transportation Planner

CAREER SUMMARY

Eric Heinz is a transportation planner with 17 years of experience in performing travel demand modeling and transportation planning analyses. Tasks include handling project and task management duties, transit planning, complete streets (multimodal) planning, preparing future travel demand forecasts, performing traffic operational analyses, traffic impact analyses, and preparing and analyzing transportation data. Eric is experienced in the use of the following transportation-related software packages: ArcGIS, Simplified Trips on Project Software (STOPS), Cube Voyager, Synchro, and Highway Capacity Software (HCS).



Years with the firm

<1

Years total

17

EDUCATION

M.S.P., Urban & Regional Planning, Florida State University	2001
B.A., Sociology, University of South Florida	1998

PROFESSIONAL EXPERIENCE

- Central Avenue Bus Rapid Transit (BRT) Project Development and Environmental (PD&E) Study, Pinellas Suncoast Transit Authority (PSTA), Pinellas County, Florida: the Central Avenue corridor stretches 12 miles between downtown St. Petersburg to the east and the Gulf Beaches to the west. To construct the project, federal funding will be needed through a Federal Transit Administration (FTA) Capital Investment Grant (CIG); therefore, the PD&E will satisfy FTA Small Starts requirements. Three corridor alignments are under initial consideration for the western terminus, each traveling through one of three jurisdictions—St. Pete Beach, Treasure Island, or Madeira Beach. Study efforts include significant agency coordination, existing conditions assessment, travel demand forecasting using FTA’s STOPS model, evaluation of alternatives to define the best route, conceptual design, and environmental review to determine potential impacts. All phases of the project involve comprehensive public engagement. As task leader and transportation planner, Eric’s responsibilities include the technical screening and evaluation of alternatives as well as developing and analyzing ridership forecasts.
- Regional Transit Feasibility Plan, Hillsborough Area Regional Transit Authority (HART) and Florida Department of Transportation (FDOT) District Seven, Hillsborough, Pasco, and Pinellas Counties, Florida: task leader and transportation planner for evaluating opportunities for premium transit within the urbanized areas of Hillsborough, Pasco, and Pinellas Counties. The effort will develop a step-by-step Implementation Plan that details the actions needed to build the transit vision for the region, including identifying a catalyst project that has the greatest potential to compete for federal and state construction grants and attract private investment. The Implementation Plan will be developed following an extensive technical refresh of past plans, travel market assessment, STOPS modeling, alternatives evaluation, benefits analysis, and value engineering exercise. Throughout and following this technical effort, an extensive agency and public engagement program will help build consensus around the plan. Eric’s responsibilities included the technical screening and evaluation of alternatives as well as developing and analyzing ridership forecasts.





ERIC HEINZ
Supervising Planner

PRIOR EXPERIENCE

Prior to joining the firm, Eric's relevant project experience included the following.

- Regional Transportation Master Plan 2015 Update, Tampa Bay Area Regional Transportation Authority (TBARTA) and the Hillsborough County Metropolitan Planning Organization (MPO), West Central Florida: TBARTA is required to update its Regional Transportation Master Plan every two years. The inaugural and previous updates of the TBARTA Master Plan determined a vision for corridor and mode options needed to meet regional demands for mobility choices in the seven-county region as they relate to economic development, access to jobs and affordable housing, and maintaining quality of life. The 2015 update of the plan modified the regional transportation networks; added new components, including the Multi-Use Trails Network and Regional Transportation Demand Management Plan; and aligned technical efforts underway by Hillsborough County MPO's Long Range Transportation Plans (LRTP) with the Mid-Term Regional Networks. This Regional Master Plan will serve as Tampa Bay's Regional Long Range Transportation Plan. As technical task leader, Eric's responsibilities included the development of the transit (mid-term and long-term), freight, and roadway networks.
- Regional Transportation Master Plan, TBARTA and Florida Department of Transportation (FDOT) District Seven, West Central Florida: the TBARTA Regional Transportation Master Plan determined a vision for corridor and mode options needed to meet regional demands for mobility choices in the seven-county region as they relate to economic development, access to jobs and affordable housing, and maintaining quality of life. Adopted in 2009, the Master Plan focused on mid-term and long-term transit and managed lane improvements. An update to the Master Plan was completed in 2011 to incorporate regional roads, freight modes, and air quality. Priority corridors were also identified and are under study for implementation. The 2013 update included revisions to the previously identified regional networks, as well as five Regional Priority projects. Public and agency engagement was a multi-county, broad-based, and intensive effort through the use of regional media, website development, social media, polling, community workshops, telephone Town Hall meetings, and an extensive Speakers Bureau program. As transportation planner, Eric was responsible for providing travel demand modeling support to the ongoing effort of maintaining and updating the Tampa Bay Regional Planning Model (TBRPM). His responsibilities also included participating in the design, implementation and data analysis for various travel characteristic and on-board transit survey efforts in the Tampa Bay region. For the 2013 Master Plan update, Eric managed the GIS analysis and technical memoranda.
- 2040 Long Range Transportation Plan Update, Charlotte County-Punta Gorda MPO, Charlotte County, Florida: as technical production manager, Eric worked with the Charlotte County-Punta Gorda MPO to complete the 2040 Long Range Transportation Plan update identifying implementable projects through the year 2040. The update included refinement of the goals, objectives, policies, and performance measures; review and validation of the environmental justice population in the county; update of the congestion management plan; and development of a financial plan, Needs Plan, and Cost Feasible Plan. The team initiated a public engagement program to reach out the stakeholders, agency representatives, elected officials, and the community during the update. Public Engagement efforts included creation of public-friendly materials, stakeholder and agency staff coordination, public workshops and meetings, and other strategies as needed. Eric's responsibilities included the analysis of travel demand forecasts, socioeconomic data development, revenue projections, and project cost estimates.





KENNETH E. LIWAG
Transportation Planner



Years with the firm

6

Years total

7

CAREER SUMMARY

Kenneth Liwag is a transit planner with WSP with interests in the engineering, operations, and policy aspects of transit planning. His experience includes performing demographic mapping and market analysis, bus operations planning including system level planning, route level scheduling and cost estimating, and rail simulation modeling and analysis.

EDUCATION

Master of City and Regional Planning, Georgia Institute of Technology, Atlanta, Georgia	2011
B.A., Planning and Public Policy and Economics, Rutgers University, New Brunswick, New Jersey	2009
Associate of Arts and Science in Mathematics, Raritan Valley Community College, Branchburg, New Jersey	2007

PROFESSIONAL EXPERIENCE

- Comprehensive Operational Analysis, Tennessee Department of Transportation (TDOT) and Jackson Transit Authority (JTA), Jackson, Tennessee: conducted existing conditions analysis that included service area demographics and current transit operations, designed and managed on-board survey and system-wide bus stop boarding and alighting counts that resulted in bus stop level counts that would be used to identify future bus stop shelter locations, recommended route alignment changes that could be implemented at no additional operating and maintenance costs and additional recommendations for the medium to long-term future that would require additional funding that aim to improve system operations and provide additional connection opportunities and mobility options.
- Transit Redevelopment Plan, Lorain County Transit (LCT) and Northeast Ohio Areawide Coordinating Agency (NOACA), Lorain, Ohio: analyzed the existing conditions of the Lorain County Transit service area including county demographics, inter and intra-county workflows, and agency operations and financials; identified potential realignments of routes that would allow better rider access and future routes that would increase transit reach and provide new transit service to areas of county with high propensity of transit usage; recommended new transit fare structure that was implemented in December of 2017.
- 2017 TDOT Title VI Data Collection, TDOT, Memphis Area Transit Authority (MATA), Knoxville Area Transit (KAT), Knoxville and Memphis, TN: designed surveys for use on-board buses to collect demographic and customer service information of riders; managed temporary workers that would assist with distribution and collection of surveys; post-processed survey data that included omitting surveys that were inconsistent, illegible, and/or unusable, wrote up report that included analysis of data including calculating system-wide minority and low-income population numbers.





KENNETH E. LIWAG
Transportation Planner

- 2017 Lextran Transit Facility Inventory, Lextran and Lexington-Fayette Urban County Government Lexington, Kentucky: conducted inventory of over 900 bus stops in the Lexington area that included characteristics and attributes regarding location, physical condition, correct information on each sign, accessibility, safety, and walkability of adjacent areas; tasks included working with vendor to develop app needed to conduct inventory of stops, train staff on how to use app and explain transit terminology used in characteristics and attributes, and write up of knowledge transfer plan as final report.
- 2016 MPO Transit Study, Corridor Metropolitan Planning Organization Cedar Rapids, Iowa: analyzed the existing conditions of the Cedar Rapids Transit service area including historic, existing, and forecasted demographics and the existing CR Transit network; identified and modeled a number of service scenarios (i.e. existing; cost-neutral expansion, maximum service; ideal service, etc.) to present possible service areas and plans for the agency's future, conducted bus-stop inventory of over 3,000 bus stops throughout region.
- Metro Transit Robert Street Alternatives Analysis, Ramsey County, St. Paul, Minnesota: calculated projected travel times of BRT and street car technology on a number of proposed alignments using mode characteristics (i.e. acceleration/deceleration rates) and roadway features as factors in travel time estimation.
- Flagler Street Enhanced Bus Service (EBS) Implementation Plan, Miami-Dade Transportation Planning Organization, Miami, Florida: created a service plan for EBS service along the Flagler Street corridor and researched the feasibility of implementing queue jump lanes, transit signal prioritization, new park-and-ride lots, and various roadway designed to improve transit travel time during the peak period; modeled the operating plan for the proposed EBS in addition to the operating and capital costs for the project.
- Comprehensive Operational Analysis, Lextran, Lexington, Kentucky: analyzed the existing conditions of the Lextran service area including historic, existing, and forecasted demographics and the existing Lextran network; identified and modeled a number of service scenarios (i.e. multi-hub; dual-hub; high frequency corridors, etc.) to present possible service areas and plans for the agency's future.
- Bloomington Downtown Transit Center, Bloomington Transit, Bloomington, Indiana: created a bus buy plan using existing and proposed schedules of bus routes and assigned bays for each route that would facilitate transfers between routes and allow for strategic pull-ins and pull-outs based on the inbound and outbound direction of the route's alignment and street network.
- Northeast Corridor Alternatives Analysis, Central Ohio Transit Authority (COTA), Columbus, Ohio: created maps and boards to showcase forwarded alternatives and locally preferred alternative and assisted with identification of the locally preferred alternative and how it met previously set goals of the corridor alternatives analysis.
- Comprehensive Operations Analysis, Cleveland Urban Area Transit Authority (CUATS), Cleveland, Tennessee: conducted onboard passenger count and survey and provided recommendations on existing route improvements and new routes for future in addition to advising agency on strategies from moving to a flag-stop to a permanent-stop system.
- Comprehensive Operations Analysis, Durham Area Transit Authority, Durham, North Carolina: performed transit propensity analysis on transit ridership throughout the county to examine ways to make system more efficient and find potential new transit markets.
- E. 34th/E. 79th Rapid Station Alternatives Analysis, Greater Cleveland Regional Transit Authority, Cleveland, Ohio: conducted an analysis of existing conditions and demographic make-up of area around three rapid (heavy rail) stations in the Cleveland Metro area under consideration for closure: W. 34th Street Station, E. 79th Street Blue/Green Line Station, E. 79th Street Red Line Station; analysis included identifying minority populations, zero-car households, and households living below the poverty line; assisted in identifying alternatives to station closures which included rerouting of existing bus routes and new bus routes to replace suspension of rail services.



LAURA MINNS, AICP
Senior Transportation Planner



Years with the firm

2

Years total

24

Professional qualifications

**Certified Planner: AICP,
2000**

CAREER SUMMARY

Laura is a certified and degreed transportation planner with 24 years of experience in both the public and private sectors. Most recently, she earned her MBA, and is a member of the Leadership APTA Class of 2014. As a specialist in strategic planning, Laura has managed a variety of projects ranging from long range policy level planning to design and implementation of major capital projects. Laura is familiar with federal, state, and local planning agency regulations and processes. Key project experience includes her time at LYNX Orlando as a Senior Project Manager responsible for both project development and delivery of major capital projects. Computer skills include MS Office, ArcView/ArcMap GIS, and adobe acrobat.

EDUCATION

M.B.A., University of Central Florida	2014
B.A., Geography/Natural Resource Management	1989

PROFESSIONAL EXPERIENCE

- Central Avenue Bus Rapid Transit (BRT) Project Development and Environment Study, Pinellas Suncoast Transit Authority (PSTA), St. Petersburg, Florida: the purpose of this project was to expand transit operations, attract new riders to the system and support Pinellas County’s tourism industry. Laura provided technical assistance in analyzing running-way options within the corridor, identifying potential routing options at proposed termini and through congested areas, proposed queue jumps, the development of operating plans, and field work.
- Central Business District (CBD) Security and Safety, Dallas Area Rapid Transit (DART), Dallas, Texas: DART requested WSP to review the existing conditions of seven transit facilities including the light rail guideway in the City of Dallas CBD. The goal of the project was to identify both short- and long-term solutions that would enhance the safety and security for customers and reduce loitering and other unwanted activities. Initial tasks included visiting each site during day and evening hours - both during peak and off peak hours - reviewing past reports, and meeting with internal stakeholders to discuss the desired outcomes of the assessment. Project deliverables included presenting initial crime prevention through environmental design (CPTED) evaluation of the sites, recommending capital and programmatic recommendations, sketches, and a draft and final report for the seven sites.
- SuperStop Concept Development, Central Florida Regional Transportation Authority (LYNX), Orlando, Florida: assisted with the evaluation and review of existing transfer facilities in two locations, evaluating potential relocation sites, and developing preliminary design concept plans. Evaluation focused on perceived safety, lighting, security and other CPTED principles. Tasks included developing customer and employee surveys at both locations, administering and translating the surveys into Spanish and Creole, performing a CPTED review, identifying safety improvements including better lighting, Americans with Disabilities (ADA) improvements, security enhancements and defining/establishing ownership of the two sites.





LAURA M. MINNS, AICP
Senior Transportation Planner

- Skyway Modernization Program, Jacksonville Transportation Authority (JTA), Jacksonville, Florida: aided in developing the initial multi-phase System/Operating Plan for the modernization and expansion of the existing Skyway system. Tasks included a future needs assessment addressing connectivity, redevelopment potential around station areas, and feasibility regarding elevated versus at grade running-ways.
- Skyway Ultimate Urban Circulator (U2C) Visualization 3D Animation, JTA, Jacksonville, Florida: project manager overseeing the task of creating a 3D visualization of the U2C modernization project. This task included the 3D modeling of a JTA automated vehicle; a video animation of the vision for the U2C conversion of the existing Skyway infrastructure guideway; a new automated vehicle that could operate on the renovated Skyway as well as in dedicated lanes at grade level; and expansion of the system showing emerging redevelopment areas, expanding medical centers, and downtown neighborhoods.
- Pine Hills Road Pedestrian/Bicycle Safety Study, Orange County, Florida: project advisor for a corridor study along Pine Hills Road to identify existing pedestrian and bicycle travel patterns, crash experience, and remedial roadway and pedestrian bicycle facility improvements. Work included an assessment of transit ridership, improved stop locations and consolidation, and CPTED considerations such as lighting.
- LYMMO Systemwide Survey, LYNX, Orlando, Florida: assisted with development, implementation, and application of a region-wide survey to obtain input from local businesses and neighborhood representatives regarding current LYMMO operations and their viewpoint on the potential institution of a fare for service.
- BRT Business Plan, LYNX, Orlando, Florida: assisted with the development of a business plan for the BRT service program. Tasks included review and analysis of proposed BRT projects that had adopted Locally Preferred Alternatives, review of operating plans and characteristics, and a ten-year implementation plan. Also assisted with the development of the final Business Plan report.

Previous Experience

- Downtown Redevelopment Plan Update, Community Redevelopment Agency (CRA), DeLand, Florida: lead planner responsible for the update of the 1994 Downtown Community Redevelopment Plan for the City's Downtown CRA. Tasks included identifying short, intermediate and long term projects that served to implement the plan. A financing plan was also prepared that provided preliminary cost estimates and identification of funding sources. Other tasks included conducting numerous interviews, team meetings, public workshops and strengths, weaknesses, opportunities, threats (SWOT) analysis for the CRA.
- Leesburg Trails Master Plan, City of Leesburg, Leesburg, Florida: developed a comprehensive master plan for over 26 miles of existing and proposed trails and a management plan for the trail system purchase funded by the Florida Community Trust.
- LYMMO Bus Rapid Transit Expansion, LYNX, Orlando, Florida: senior project manager responsible for leading agency's \$25-million expansion project including implementation of real time passenger information and latest generation of onboard bus technologies. The LYMMO expansion also included a rebranding effort, marketing campaign, multiple agency coordination including City of Orlando Economic Development Department, the Federal Transit Agency, and the Florida Department of Transportation. Laura managed tasks related to project development, engineering, design, and construction, as well as reporting to the CEO and agency directors regarding project scope, budget, and schedule.



TIANYI ZHANG
GIS Analyst



Years with the firm

2

Years total

2

CAREER SUMMARY

Tianyi Zhang is a transit planner with WSP with interest in design and physical environment aspects of transit planning. His experience includes performing GIS analysis and mapping, transit stop and active transportation design, urban and architecture design. Tianyi is proficient in several computer programs, including ArcGIS for geospatial data analysis and visual presentation, AutoCAD, and SketchUp, for 3D modeling and rendering, Adobe Creative Cloud for visualization and graphics design, and Rail Traffic Controller (RTC) for railroad operation simulation.

Tianyi’s responsibilities have included:

- visually communicate project content, including the graphic production of plans, maps, diagrams, massing models, and the graphic representation of data, design concepts, and processes
- create photo-renderings, concept sketches, or computer aided designs as required for projects
- develop written text for project reports, presentations, and other products
- assist with the preparation for and provide support at public and client meetings
- assist with the preparation and layout of project reports and proposals

EDUCATION

Master of Community Planning, University of Cincinnati, Cincinnati, Ohio	2016
Bachelor of Science in Urban Planning, Tianjin Chengjian University, Tianjin, China	2014

PROFESSIONAL EXPERIENCE

- Community Bus Plan, Pinellas Suncoast Transit Authority (PSTA), Pinellas County, Florida: conducted peer analysis using 2012-2016 data from National Transit Database (NTD); summarized previous plans related to PSTA and transit development in and around Pinellas County; provided mapping support to illustrate system network frequency, service span at the hourly level, and transit center network; conducted analysis on the PSTA Feb – Mar 2018 On-Board Survey data including identifying routes and stops that have high bike usage, trip purposes for bike users, and a walking distance simulation using ArcGIS Network Analyst to estimate the level of effort to access transit in the system.
- Halton Hills Transit Service, Town of Halton Hills, Ontario, Canada: conducted demographics analysis using data from 2030 Best Planning Estimates (BPE) and 2016 Census from Statistics Canada; mapped 2017 Annual Average Daily Traffic (AADT) data and traffic speed data, and compared the recorded traffic speed with posted speed limit, during peak and off-peak, to identify segments as well as directions of the roads that have heavy traffic; geo-coded and illustrated the popular origins and destinations of the existing ActiVan service, and identified the top 10 destinations along with their corresponding origins. Client: Town of Halton Hills.





TIANYI ZHANG
Assistant Planner

- Murfreesboro Rover Comprehensive Operations Analysis, Tennessee Department of Transportation (TDOT) and City of Murfreesboro, Murfreesboro, Tennessee: conducted demographics analysis using 2010 Census, 2011-2015 ACS, and 2006-2014 LEHD data; assisted in on-board survey by collecting responses from riders.
- Jackson Comprehensive Operations Analysis, TDOT, Jackson, Tennessee: conducted demographics analysis using 2010 Census, 2011-2015 ACS, and 2006-2014 LEHD data; provided mapping support to illustrate stop activity, existing transit system network, and different alternatives of the proposed network.
- Ride and Shuttle Program, Case Western Reserve University (CWRU) Safe Cleveland, Ohio: Designed a workflow to clean and standardize the data with more than 51,000 records, including addresses and land uses for Safe Ride origins and destinations, and addresses for off-campus housing; conducted geo-coding in ArcGIS; conducted hot spot analysis to visualize the level of spatial clustering of Safe Ride origins and destinations; designed maps to visually present relationships between Safe Ride trips, shuttle services, and off-campus housing.
- Redevelopment Plan, Lorain County Transit (LCT), Lorain County, Ohio: conducted demographics and employment analysis using 2010-2015 ACS data and LEHD data; assisted in the on-board passenger count by riding the buses, summarized and mapped the results to identify popular stops; produced timetable for the proposed recommendations; provided mapping support on system maps and individual route maps for both internal discussion and final report use; designed system maps and handouts for public meetings; designed system map and schedule for the rider usage.
- E. 105th Street Corridor Study, Greater Cleveland Regional Transit Authority Cleveland, Ohio: produced bus stop layouts for major intersections on the E. 105th - E. 93rd Corridor to visualize bus stop facility improvement recommendations; refined and produced graphics to visualize recommendations on pedestrian and bicycle improvements around the proposed bus stop locations.
- On-Call Transit Planning Services, Fort Bend County, Texas: conducted demographics analysis using 2015 ACS data; provided mapping support to illustrate service recommendations; produced origin-destination (O-D) analysis at traffic analysis zone (TAZ) level to illustrate major destinations and new riders' travel patterns used to plan new fixed route service between high demand destinations.
- Business Plan, Grand River Transit, Waterloo-Kitchener-Cambridge, Ontario, Canada: revamped maps and graphics in the station profile; transcribed CAD drawings into easy-to-understand graphics to present pedestrian environment around the LRT station area; produced active transportation connection analysis, road network analysis, and land use diversity analysis; designed a GIS workflow to automate the process of land use entropy index and sidewalk-road ratio calculation using ArcGIS Model Builder; provided cycling connection recommendations for selected ION stations; refined existing graphics and designed new diagrams to illustrate the GRT Bus Stop Design Guidelines.



JESSICA ALVAREZ | SR TRANSPORTATION PLANNER



Years of Experience

10.5

Years with Foursquare ITP

4.5

Education

- M.A., Urban and Regional Planning, University of Florida
- M.S., Civil Engineering – Transportation, University of Florida
- B.A., Business Administration, University of Florida
- B.A., Anthropology, University of Florida

Prior Experience

- Manager of Planning and Operations, Central Maryland Regional Transit, Laurel, MD
- Transit Planner, Regional Transit System, Gainesville, FL

Certifications, Awards, and Associations

- Certified Professional Transportation Planner, #528
- Member, American Planning Association, MD
- Member, Women’s Transportation Seminar, MD/DC

Jessica has worked in the transportation industry at multiple transit agencies that ranged in size from a suburban, university-centric transit system to a multi-county, non-profit transit agency. She has worked on a variety of projects including transit development plans, long-range vision plans, ridership forecasts, development of transit service alternatives with associated cost analyses, and monitoring of operational activities. Jessica specializes in service analysis, forecasting ridership and working with partners and the public to develop service recommendations. She also has advanced knowledge of scheduling, Geographic Information Systems (GIS), and Intelligent Transportation Systems.

Example Projects

Virginia Department of Rail and Public Transportation (DRPT), Charlottesville Area TDP, Deputy Project Manager, Charlottesville, VA.

The Virginia Department of Rail and Public Transportation requires all public transit operators that receive state funding to submit a Transit Development Plan (TDP) every six years. Participated in creating three Transit Development Plans for the Charlottesville Area region, home to the University of Virginia. This included assessing the existing service and market conditions through a data-driven process, and working with stakeholders to receive initial input on transit needs, as well as future recommendations. The services assessed and recommended include fixed-route, commuter, rural on-demand and ADA paratransit.

Suffolk County, Transit Development Plan, Project Manager, Suffolk, VA.

This study evaluated the transit needs of the City of Suffolk, identifying existing service performance deficiencies and potential areas for service expansion. Overseeing the development of agency goals and objectives, the service evaluation and eventually the recommendations and the financial and implementation plans. The TDP will provide a framework for actionable plans for service delivery and improvement that incorporate existing capital and operating revenue constraints, while also identifying unmet or unfunded needs and a mid- and long-term visions for transit in the region.

Arlington County, Transit Development Plan, Deputy Project Manager, Arlington, VA.

Deputy Project Manager for performing a comprehensive analysis of the Arlington Regional Transit (ART) and Washington Metropolitan Area Transit Authority (WMATA) bus services and analyzing the service area where these routes operate in an effort to provide more efficient and effective bus service. Developed service recommendations for a ten-year period, including identifying new routes, modifying existing routes, assessing different types of service, including flexible/on-demand, premium, and express, and providing future ridership and cost/revenue projections. Also developed both a prioritization and implementation plan for fixed-route service and on-demand transit.

Hampton Roads Transit (HRT), Transit Development Plan, Deputy Project Manager, Norfolk, VA.

Deputy Project Manager for the creation of a ten-year transit development plan that encompassed 70 routes, including local, express, commuter and paratransit services. The evaluation incorporated a comprehensive assessment of the existing services, re-envisioning transit across the region, including the design of a high-frequency network of 22 routes, and assessing the impact of route changes to paratransit services. This project included an operational, financial and implementation plan.

Central Florida Regional Transportation Authority, SR 436 Transit Corridor Study, Senior Transportation Planner, Orlando, FL.

Assessed local bus service on the State Road 436 corridor for an alternatives analysis centered on providing a BRT solution. Assisted in the development of the purpose and need statement, conducting stakeholder and public outreach, and formulating goals, objectives and alternative evaluation criteria. Identifying local transit services for each alternative, conducting comprehensive individual route evaluations and a service gap analysis, developing the BRT operation plan, and providing estimated operating and capital costs and ridership projections.

Mankato Transit, Mankato Transit Development Plan, Deputy Project Manager, Mankato, MN.

The Mankato Transit Development Plan focused on incorporating new service areas, recommending new service types, and redesigning existing services based on demand throughout the City of Mankato and the surrounding region. Performed a comprehensive analysis of the current Mankato Transit System fixed-route and paratransit services and analyzed the service area where these routes operate in an effort to provide more efficient and effective bus service. Developed service recommendations, that included identifying new routes, modifying existing routes, assessing different types of service, including flexible/on-demand, and providing future ridership and cost/revenue projections. It also included recommendations for converting the mixed flag / fixed bus stop system to a fully fixed bus stop system, this required identifying locations for new bus stops based on current ridership patterns and existing land use, as well as performing a before and after analysis on bus stop spacing.

District Department of Transportation (DDOT), DC Circulator Transit Development Plan, Transportation Planner, Washington, DC.

Evaluated fleet, facilities and staffing requirements for maintaining the current DC Circulator system and for future route expansions. Analyzed the interaction between the DC Circulator network and the WMATA Priority Corridor and DC Streetcar Networks. Identified locations for future bus stops for the expansion of the DC Circulator system. This included working with a team on field assessments, identifying appropriate locations, and assessing improvements that were necessary at individual bus stops to ensure compliance with ADA requirements and internal bus stop guidelines.

City of Battle Creek, Battle Creek Transit Master Plan, Deputy Project Manager, Battle Creek, MI.

The Battle Creek Transit Master Plan aims to identify the strengths and weaknesses of the existing network, and to develop recommendations for improving ridership and productivity. Deputy Project Manager for creating a vision plan to connect the Battle Creek community in a quicker and more efficient manner using transit. This will include using a data-driven process to evaluate existing services and the surrounding market, working with stakeholders and the public to obtain feedback and creating multiple scenarios that will eventually form the Transit Vision Plan for the area. This project will also consist of creating a Transit Asset Management (TAM) Plan consistent with FTA guidelines.

Roanoke Valley-Alleghany Regional Commission (RVARC), Roanoke Valley Transit Vision Plan, Deputy Project Manager, Roanoke, VA.

The Roanoke Valley Transit Vision Plan is a 40-year Transit Vision Plan that made operational and service recommendations for the Roanoke Valley region. Led the assessment of existing conditions, developing operational costs/revenue estimates and ridership projections, performing multiple phases of public outreach and working with local stakeholders to develop a suite of recommendations prioritized across three different phases of operation.

Montgomery County, US 29 Bus Rapid Transit Service Plan, Deputy Project Manager, Montgomery County, MD.

Evaluated the existing conditions for the feeder bus network associated to coincide with the implementation of the US 29 Bus Rapid Transit (BRT) system. This included an individual capacity analysis for each route, as well as a thorough performance evaluation. Developed three scenario recommendations for the feeder bus system that include a variety of services including local, flexible/on demand, commuter and limited stop overlays. Assessing operational and capital costs associated with recommendations, and assigning prioritization based on available resources and future funding. Conducting public outreach to obtain feedback on the recommendations and to incorporate into the final plan.

ADAM RECCHIA | SENIOR TRANSPORTATION PLANNER



Years of Experience
13.5

Years with Foursquare ITP
5.5

Education

- M.P.S., Community and Economic Development, Pennsylvania State University
- B.A., Urban Studies and Planning, State University of New York at Albany

Prior Experience

- Principal Transportation Planner, Southeastern Regional Planning & Economic Development District (SRPEDD), Taunton, MA
- Intermodal Planning Intern, Rhode Island Department of Transportation (RIDOT), Providence, RI

Certifications, Awards, and Associations

- I-95 Corridor Coalition Freight Academy
- Member, TRB Subcommittee on Transformative Trends in Transit Data
- Member, Young Professionals in Transportation, Boston

Adam has successfully implemented several bus network redesigns and led operational analyses for transit facility expansions and new transit facilities. He specializes in working with large datasets related to transit, transportation and demographics that aid in the evaluation of existing networks, service areas, and individual facilities. As Foursquare ITP's Transit Facilities and Multimodal Access Practice Lead, Adam has lead several transit facility expansion projects and access projects that sought to improve bicycle, pedestrian and bus access to major transit hubs. His key projects at Foursquare ITP have included BaltimoreLink, the Mark Center Station Expansion Feasibility Study, and several transit development plans and corridor plans in the Mid-Atlantic, New England, and North Carolina.

Example Projects

Virginia Department of Rail and Public Transportation (DRPT), Blacksburg, Radford, and Pulaski Area Transit Development Plan, Deputy Project Manager, Blacksburg, Radford, and Pulaski, VA.

This study is evaluating the transit needs of three adjacent systems in the New River Valley region of Virginia and recommending improvements to each system to address growth and regional connectivity. As deputy project manager, Adam oversaw a market analysis and existing conditions analysis of the three transit systems and led the development of recommendations for each system and the region as a whole. The regional recommendations he developed will provide seamless travel across the region via transit and included coordinated schedules, reductions in overlap, and extensions of existing routes. He also managed the data processing for the project and oversaw two rounds of public outreach and an on-board rider survey effort.

Fredericksburg Area Metropolitan Planning Organization (FAMPO), Caroline and King George County Transit Studies, Project Manager, Fredericksburg, VA.

This project is evaluating existing transit service in Caroline County, VA and determining the market for new service in adjacent King George County, VA; recommendations are being developed to improve transit connectivity and efficiency in both counties. As project manager for this study, Adam performed a detailed market analysis for transit service in both counties, including a transit propensity analysis and a travel flow analysis. He developed service recommendations that concentrated service in areas of highest demand while also providing lifeline service for transit dependent populations. Finally, he provided notional schedules for all recommended services and detailed vehicle and cost estimates.

Fairfax County Department of Transportation, Comprehensive Transit Plan/Transit Development Plan, Transportation Planner, Fairfax County, VA.

Foursquare ITP played a primary role in managing and developing Fairfax County, VA's Comprehensive 10-year transit plan Adam assisted in the existing conditions analysis of this project, including the current service profile. He aided in the development of public outreach materials, including route description sheets and developed an origin-destination activity for public outreach meetings held in the county.

District Department of Transportation (DDOT), DC Circulator Transit Development Plan, Transportation Planner, Washington, DC.

Adam performed various tasks to support this project, including GIS mapping of proposed route extensions, development and analysis of a public survey, development of a proposed stop location data collection template and an analysis of route overlap and interaction with the WMATA system.

Washington Metropolitan Area Transit Authority (WMATA), Mark Center Transit Center Study, Project Manager, Alexandria, VA.

This project analyzed existing operations and developed operational expansion recommendations and conceptual designs for Mark Center Station in Alexandria, VA. As project manager for this project, Adam led the existing conditions, future facility needs and stakeholder outreach tasks. He documented existing transit services at the Mark Center and calculated occupancy at the transit center located at the facility. He also calculated the future number of bus bays needed at the transit center to accommodate planned service changes, including the introduction of two new bus rapid transit (BRT) lines to the facility. Adam also led efforts to document pedestrian and bicycle circulation and safety issues at the station and recommended access improvements. He then went on to inform the preliminary design process and alternatives analysis for an expansion of the transit center, including number of bus bays, bus circulation, layover locations, revised route alignments to the site, passenger amenity locations, and bicycle and pedestrian access improvements.

Rhode Island Public Transportation Authority (RIPTA), Quonset Transit Plan, Task Lead, Providence, RI.

Performed a detailed transit market analysis for the Quonset Business Park in Rhode Island and developed service recommendations to better serve the park. Adam used a transit propensity analysis, an analysis of LEHD origin-destination data, and an employee survey to determine the market area for transit service to the park. He led efforts to develop transit alternatives to serve the park and a detailed service plan for two flex route alternatives that would serve the park and connect with existing RIPTA fixed routes. He calculated potential ridership on the two flex route alternatives and recommended other operational improvements including new bus turnarounds in the park and schedule adjustments to other routes to improve transfer times to the proposed flex routes.

Eastern Panhandle Transit Authority (EPTA), Transit Development Plan, Deputy Project Manager, Martinsburg, WV.

This project evaluated the EPTA system and recommended a redesign of the bus network that was implemented only months after the plan was finalized. As deputy project manager for this TDP, Adam led all tasks. He compiled existing conditions of the transit system, conducted a transit need analysis in GIS, and performed ride checks on each route in order to compile ridership patterns and on-time performance. He developed a detailed service plan, implementation plan, and capital improvement plan that outlines recommended changes to the system over the next five years. Recommendations included fixed-route deviated services and new community circulator routes to better serve the demand found. EPTA's ridership has increased significantly since nearly all of the recommended changes were implemented.

Arlington County, Transit Development Plan, Task Lead, Arlington, VA.

As the task lead for the existing conditions task of this project, Adam compiled data on Arlington Transit (ART) and Metrobus (WMATA) services, including ridership and passenger transfers. He also performed a comprehensive transit need analysis that measures both peak and all-day transit demand in the County, and identified gaps in transit service in the county. He aided in the development of service recommendations, including new routes, modifications to existing routes, and increased service levels.

WYLIE TIMMERMAN | TRANSPORTATION PLANNER



Years of Experience

8.5

Years with Foursquare ITP

2.5

Education

- M.P.A., Public Affairs, Princeton University
- B.A., Political Science, Arizona State University

Prior Experience

- Performance Analyst, City and County Controller's Office, San Francisco, CA
- Graduate Intern, Los Angeles County Metropolitan Transportation Authority (LA Metro), Los Angeles, CA
- Communications Director, Arizona American Federation of Labor-Congress of Industrial Organizations (AZ AFL-CIO), Phoenix, AZ

Certifications, Awards, and Associations

- Member, Young Professionals in Transportation, DC
- Member, Washington Area Bicyclist Association, DC

Wylie Timmerman is a Transportation Planner at Foursquare ITP with a passion for furthering high-quality, sustainable transportation through rigorous analysis and collaboration with local communities. Wylie's expertise in data analysis, financial management, geospatial analysis, and policy evaluation is put to use across a variety of practice areas at Foursquare ITP. His recent work includes: analysis of transit service performance for state, regional and local agencies, including the Maryland Transit Administration, the Metropolitan Washington Council of Governments, and the District Department of Transportation; capital planning for both large and mid-size transit agencies, such as the Washington Metropolitan Area Transit Authority and Hampton Roads Transit, respectively; and mapping and visualization for the Virginia Department of Transportation, the Baltimore Metropolitan Council, and the Central Florida Regional Transportation Authority (Lynx). Before joining Foursquare ITP, Wylie worked to increase the reliability of bus service and improve the financial management of transportation agencies at both the San Francisco Controller's Office and the Los Angeles County Metropolitan Transportation Authority (LA Metro).

Example Projects

Hampton Roads Transit (HRT), Capital Improvement Plan and Transit Development Plan Update, Transportation Planner, Norfolk, VA.

Evaluated projects proposed for inclusion in the HRT Capital Improvement Plan (CIP). Conducted interviews of project sponsors to refine project scopes, schedules, and budgets. Significantly updated portions of the previous CIP, including the agency overview, methodology, discussion of the agency's capital funding position, and critical needs plans for facilities, information technology, and safety and security projects. Produced presentations, visualizations, and other print materials for the Hampton Roads Transit CIP. Prepared Transit Development Plan update letter.

Central Florida Regional Transportation Authority, SR 436 Transit Corridor Study, Transportation Planner, Orlando, FL.

Conducting a Transit Corridor Study on State Road 436 in Orlando, Florida, assessing various BRT alternatives and level of investment. Wylie led geospatial and operational analyses supporting Bus Rapid Transit service along a major travel corridor in metropolitan Orlando, Florida. Wylie developed a transit propensity model for study area using a combination of demographic, employment and land use factors. He visualized existing conditions, including maps or charts of stop spacing, proposed transit services, ridership by stop and segment, travel speeds, on-time performance, and dwell time. Using origin-destination survey data, Wylie mapped individual travel patterns of over 17,000 survey respondents to visualize travel flows along the study corridor using geospatial scripts written in the R programming language. Wylie created additional scripts to automate and systematize production of origin-destination matrices, demographic charts, and alignment analyses. Wylie developed BRT and local service alternatives in collaboration with members of the project working group, agency, and project team. For each alternative, Wylie developed ridership estimates using the Transit Boardings Estimation and Simulation Tool (TBEST). Wylie also developed tools to precisely calculate running times for several BRT alternatives and export GTFS files of proposed transit services.

Hampton Roads Transit (HRT), Transit Development Plan, Transportation Planner, Norfolk, VA.

Wylie performed geospatial analysis to identify areas of high transit propensity throughout the region. This work was based on analyses using the R programming language that automated extraction and processing of U.S. Census, American Community Survey (ACS), and Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES) data. To supplement these sources, Wylie researched, geocoded and validated the employment levels of major job centers and military facilities for use in transit planning. To support future transit improvements, Wylie developed findings on HRT's current use of technology for fare collection and asset management. He also created a survey on proposed improvements that was distributed to thousands of HRT customers.

Baltimore Metropolitan Council (BMC), Transit Attitudes Survey, Transportation Planner, Baltimore, MD.

Wylie implemented an index of transit service levels for the Baltimore metropolitan area to study factors that correlate with transit use. He visualized this index to show areas with access to the greatest numbers of transit trips and quality of service. To accomplish this, Wylie developed a script to automate extraction and processing of Census shapefile data for index calculations.

Montgomery County, US 29 Bus Rapid Transit Service Plan, Transportation Planner, Montgomery County, MD.

Wylie analyzed existing WMATA and Ride On transit routes in Silver Spring and nearby Montgomery County locations to recommend improved connections to planned Bus Rapid Transit services. He began by summarizing existing conditions for WMATA Metrobus, Ride On, and MTA commuter bus routes. Next, Wylie visualized vehicle passenger loads to identify patterns in the usage of transit and created a tool to extract and display travel patterns between the corridor and the region. With the project team, Wylie developed recommendations for changes in alignment, frequency, and span of service for study area routes.

To support public outreach, Wylie designed public-facing materials that summarized findings and demonstrated the important role the project plays in supporting the growth of the region. This work included a short history of developments in the US-29 BRT's alignment and proposed road treatments based on a review of land use and transportation studies from 1993 to 2017. Using these materials, Wylie engaged members of the public at workshops in discussions of tradeoffs between bus service frequency and coverage.

Department of Defense (DoD), WHS Support, Transportation Planner, Arlington, VA.

Wylie provided analysis of Department of Defense transit and parking operations and made recommendations that improved transportation demand management programs.

Wylie studied the effects of increased parking allocations at the Mark Center, a Department of Defense facility in Alexandria, Virginia, and recommended changes to transportation demand management (TDM) policies to offset increased commuting in single-occupancy vehicles. His work included collecting and analyzing data on parking permits to understand historical trends and project future parking usage following policy changes. He also improved the accuracy and reliability of data collection methods for follow-up reporting.

Wylie's analytical work also included an interactive cost calculator for new shuttle service between the Mark Center and other Department of Defense facilities. This memo led to recommendations to end the pilot that were later implemented. To evaluate other services, Wylie produced a ridership sampling plan for Department of Defense shuttle services, providing a recommendation for sampling methods and an analysis of the resulting level of accuracy for ridership estimates that the plan would produce.

Metropolitan Washington Council of Governments (MWCOC), Performance Monitoring for Washington, DC Regional Bus Priority TIGER Grant, Task Lead, Washington, DC.

Wylie is leading development of 24 reports on transit service performance following TIGER-funded improvements to 12 bus priority corridors. Wylie prepared and implemented the project schedule and reporting methodology, and supervised six planners working to develop these reports. In addition to authoring reports, Wylie also developed tools that automatically generated level of service, ridership summaries, and graphics from GTFS feeds and APC data. His work also includes maps illustrating over two-hundred individual improvements on twelve corridors across the Washington metropolitan area.

Rebekah Monson

rebekah@whereby.us

rebekahmonson.com

About

Rebekah Monson is co-founder and Chief Operating Officer for WhereBy.Us. With more than a decade of experience in journalism, technology, online media and design, she is an active collaborator with a proven ability to manage complex problems, high-achieving teams, tight deadlines and challenging business conditions.

Education

University of Miami

Incomplete.

Master of Fine Arts, InteractiveMedia

Louisiana State University

1999 to 2003

Bachelor of Arts, Mass Communication Concentration: Journalism

Minor: Visual communication

Experience

Co-founder and COO

WhereBy.Us

October 2014 to present

WhereBy.Us is a startup that creates media and technology products to help people get connected and engaged in growing cities.

- Design, develop and manage digital media brands that reach hundreds of thousands of curious locals each year.
- Oversee the design, development, and management of the technology platforms that support these local brands and their users and generate about \$2MM in annual revenue.
- Manage a staff of 17 remoteworkers.

Rebekah Monson

Communication Manager

University of Miami School of Communication

October 2013 to September 2014

- Planned and executed a comprehensive communications strategy for the School of Communication.
- Oversaw branding and development of promotional materials, web and print collateral, multimedia projects, strategic communications, campaign materials and e-mail marketing.
- Coordinated external media relations and press inquiries. Managed audience development across social platforms.
- Planned and executed a comprehensive strategy for the School of Communication website, launched in 2014, that improved admissions requests and grew users by more than 20% in the first month of launch.

Editor

University of Miami College of Arts and Sciences

November 2011 to October 2013

- Planned and executed a comprehensive communications strategy for the College of Arts and Sciences.
- Oversaw branding and development of promotional materials, web and print collateral, a semiannual magazine, multimedia projects, strategic communications, campaign materials and e-mail marketing.
- Coordinated external media relations issues and press inquiries.
- Supervised a communications specialist, hired and managed freelancers and oversaw budgets for college communications.
- Managed brand and audience development across platforms.
- Assisted in the planning and execution of a comprehensive redesign strategy for the College of Arts and Sciences website, launched in 2013.

The undersigned acknowledges that this Technical Proposal is in full compliance with the Specifications.

Michelle L. Kendall
(Signature)

October 31, 2018
(date)

STATE OF: Florida

COUNTY OF: Orange

Subscribed and sworn to (or affirmed) before me on October 31, 2018 (date)

by Michelle L. Kendall, AICP (name of affiant). He/She is personally known to me or has produced
_____ identification. (type of identification)

Kathy D. Thomas
NOTARY PUBLIC

My commission expires: May 23, 2019



**MAJOR UPDATE TO TRANSIT
DEVELOPMENT PLAN**

RFP NO. RTSX-190010-DS

QUALIFICATIONS



Qualifications




QUALIFICATIONS

FIRM PROFILES

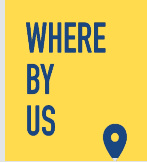
The WSP team offers the right combination of transit network planning and Gainesville area experience to bring a fresh perspective to RTS's transit operations, grounded in a firm understanding of RTS and its market. WSP and Foursquare have successfully completed more than 100 TDP, COA and other transit system studies in the past five years. This includes TDP studies in university towns similar to Gainesville, as well as for larger, multimodal systems like Miami-Dade Transit and the Jacksonville Transit Authority in Florida.

We start by listening and gaining a firm understanding of the agency's challenges and opportunities as they understand them, rather than applying an off-the-shelf approach. Our innovative and creative solutions are right-sized to cost effectively meet market needs. Our interactive workshop process for refining and building consensus on recommendations brings out the best in both the consulting team and agency staff. Our success has been measured in higher ridership, productivity and cost effectiveness, and improved customer and agency employee satisfaction.

 **WSP USA Inc. (WSP)**, founded in 1885, is dedicated to working on transportation planning and engineering projects to improve mobility throughout the nation. It is through these efforts that WSP has established broad geographic and technical expertise in the transportation planning, travel demand, traffic operations and financial disciplines having completed transportation projects of every type—large, small, complex, innovative and unique. WSP delivers world-class services that achieve client goals while balancing sensitivity and respect for local communities. With more than 7,000 people in 100 offices across the U.S., we partner with our clients to help communities prosper. WSP provides a full range of architectural, engineering, planning, and construction management services for clients in the public and private sectors. Our projects range in size and scope from simple studies and assessments to complex multi-million-dollar, multidisciplinary efforts.

Foursquare ITP, Inc. (FTP) is a multi-modal transportation planning firm focused on providing innovative transportation solutions that are practical, focused, and implementable. Founded in 2006, FTP is certified as a Disadvantaged Business Enterprise (DBE) firm in Florida. Their work is data-driven and encompasses meaningful public and stakeholder engagement. They have a team of over 25 transportation planners, designers, and analysts with nationally renowned expertise in areas such as transit planning and operations, public participation, transportation demand management, and bike share.




 **WhereBy.us (WBU)** is a platform that helps curious locals get engaged in their cities. Today, the firm operate brands in Miami (The New Tropic), Seattle (The Evergrey), Portland (Bridgeliner), and Orlando (Pulptown), reaching more than 46,000 daily readers through newsletters and more than a million curious locals every month through storytelling and community experiences via social media, in person events and creative content. WBU helps curious local users — that means staying on top of the city, knowing what to do and where to go, and feeling connected to the local community. WBU helps business users do the same thing— that means understanding and connecting with aspects of the local community that matter, and building lasting relationships that help businesses thrive.

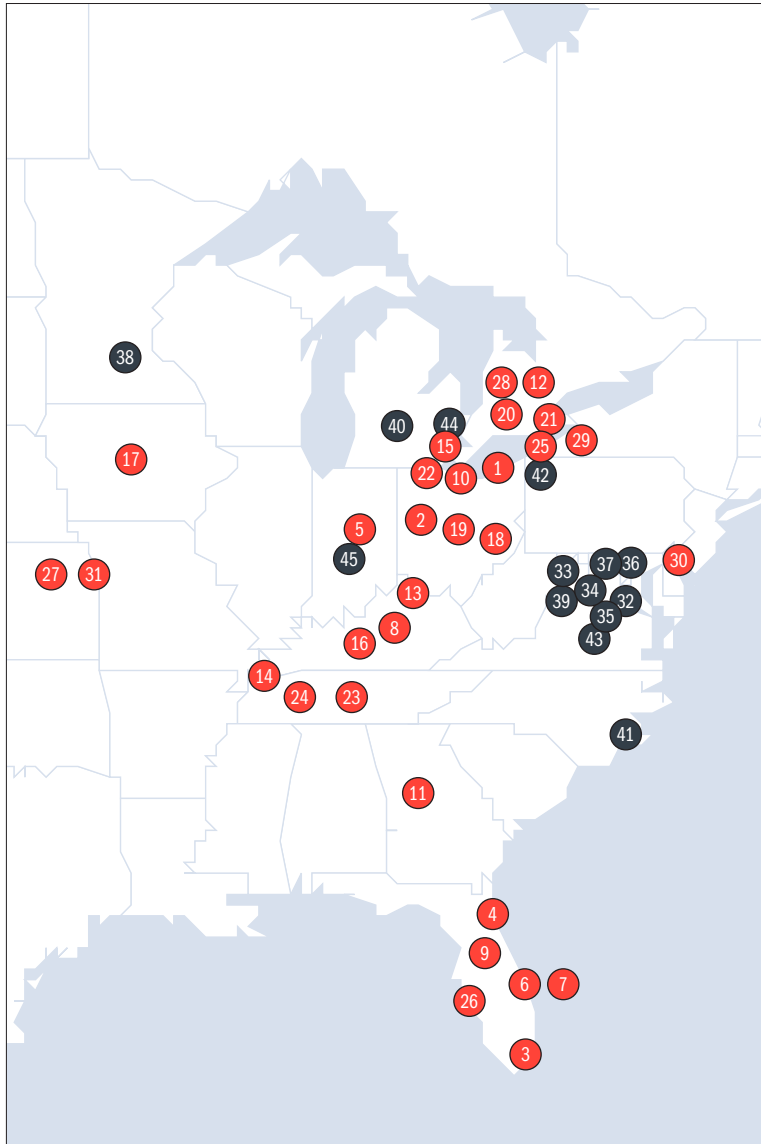
TempForce of Gainesville (TF) is a specialty staffing firm serving the local Gainesville and Alachua County market for more than 30 years. TempForce is community focused, keeping in touch with local business and talent in the employment market. Matching the supply and demand of labor is at the very core of their business, and they have developed an unparalleled process for talent acquisition. TempForce bridges the gap between people and big corporations.



RELEVANT EXPERIENCE

The combination of WSP and Foursquare brings experience of working on over 100 transit planning including TDP efforts over the past five years. The graphic on the following page identifies locations focusing on the team’s experience with TDP and COA studies within the past five years, bringing new ideas and cost-efficient analytical tools to such studies. This include transit studies in several university towns such as Gainesville. The matrix below highlights the personnel and 10 project descriptions for which we provided more detail in the format identified in the RFP.

 PROJECT EXPERIENCE MATRIX	ALAN DANAHAR, AICP, PE, PTOE, PTP <i>PROJECT MANAGER</i>	TIM ROSENBERGER, AICP <i>SENIOR ADVISOR</i>	AMY DUNHAM, AICP <i>SENIOR PLANNER</i>	JOHN LAFFERTY <i>SITUATION APPRAISAL</i>	KEN LIWAG <i>SENIOR TRANSIT PLANNER</i>	ERIC HEINZ <i>SENIOR PLANNER</i>	LAURA MINNS, AICP <i>SENIOR PLANNER</i>	JESSICA ALVAREZ, PTP <i>SENIOR PLANNER</i>	ADAM RECCHIA <i>SENIOR PLANNER</i>	REBEKAH MONSON <i>PUBLIC INFORMATION</i>
	Gainesville Bus/BRT Alternatives Analysis	●								
Gainesville RTS Comprehensive Operations Analysis		●								
Gainesville Streetcar Feasibility Study	●									
JTA Blueprint for Transportation Excellence/2014 Major Update to TDP		●			●					
Miami-Dade Transit TDP Major and Annual Updates		●		●						
Pinellas-Suncoast Transit Authority 2018 Community Bus Plan Update	●	●	●		●	●	●			
Oakville (Ontario) Transit Services Review		●			●					
Blacksburg, Radford and Pulaski (VA) Area TDP									●	●
Charlottesville Area (VA) TDP								●		
Miami-Dade Transit Smart Campaign										●



- WSP Transit Planning Projects
- FourSquare Transit Planning Projects
- ¹ Projects performed within the last 5 years

Client/Agency	Project ¹	Location
1 Laketrans	Comprehensive Operational Analysis	Painesville, OH
2 Dayton Regional Transit Authority	Strategic Plan	Dayton, OH
3 Miami-Dade Transit	Transit Development Plan	Miami, FL
4 Jacksonville Transit Authority	Comprehensive Operational Analysis	Jacksonville, FL
5 Columbus Area Metropolitan Planning Organization	Transit Improvement & Expansion Plan	Columbus, OH
6 South Florida Regional Transportation Authority	Transit Development Plan	Pompano Beach, FL
7 South Florida Regional Transportation Authority	Regional Transit System Plan	Pompano Beach, FL
8 Lextran	Comprehensive Operational Analysis	Lexington, KY
9 Gainesville Regional Transit System	Comprehensive Operational Analysis	Gainesville, FL
10 Northeast Ohio Areawide Coordinating Agency	Regional Strategic Plan	Cleveland, OH
11 Metropolitan Atlanta Rapid Transit Authority	Comprehensive Operational Analysis	Atlanta, GA
12 Oakville Transit	Transit Plan	Oakville, ON
13 Transit Authority of Northern Kentucky	Bus-on-Shoulder Analysis	Covington, KY
14 Clarksville Transit	Transit System Strategic Plan	Clarksville, TN
15 Flint Mass Transportation Authority	Primary Routes Study	Flint, MI
16 Bowling Green Transit	Transit Transit Development Plan	Bowling Green, KY
17 Cedar Rapids Transit	Transit Plan	Cedar Rapids, IA
18 Portage Area Regional Transportation Authority	Comprehensive Operational Analysis	Kent, OH
19 Delaware Area Transit Agency	Transit Development Plan and Funding Study	Delaware, OH
20 Grand River Transit	Transit Business Plan	Kitchener, ON
21 Burlington Transit	Short-Term Transit Plan	Burlington, ON
22 Lorain County Transit	Transit Redevelopment Plan	Elyria, OH
23 Murfreesboro Transit	Transit Development Plan	Murfreesboro, TN
24 Jackson Transit Authority	Transit Development Plan	Jackson, TN
25 Milton Transit	Transit Master Plan	Milton, ON
26 Pinellas-Suncoast Transit Authority	Community Bus Plan	St. Petersburg, FL
27 Jackson County Transit	Comprehensive Operational Analysis	Jackson, KS
28 Town of Halton Hills	Fixed-Route Transit Plan	Halton Hills, ON
29 St. Catharines Transit Commission	Transportation Master Plan	St. Catharines, ON
30 Wilmington Area Planning Council	Transit Needs Data Collection and Analysis	Newark, DE
31 Johnson County	Comprehensive Operational Analysis	Olathe, KS
32 Fairfax County Department of Transportation	Comprehensive Transit Plan/Transit Development Plan	Fairfax County, VA
33 Eastern Panhandle Transit Authority	Transit Development Plan	Martinsburg, WV
34 Loudoun County	Transit Development Plan 2017	Loudoun County, VA
35 Arlington County	Transit Development Plan (FY2017 - FY 2023)	Arlington, VA
36 Maryland Transit Administration	Network Redesign	Baltimore, MD
37 Hampton Roads Transit	Transit Development Plan 2017	Norfolk, VA
38 Mankato Transit	Transit Development Plan	Mankato, MN
39 Virginia Department of Transportation	Transit Development Plan	Charlottesville, VA
40 City of Battle Creek	Transit Master Plan	Battle Creek, MI
41 Berkeley-Charleston-Dorchester Council of Governments	Regional Transit Framework Plan	Charleston, SC
42 Erie Metropolitan Transit Authority	5-Year Transit Development Plan	Erie, PA
43 Virginia Department of Rail and Public Transportation	Area Transit Development Plan	Blacksburg, Radford, and Pulaski, VA
44 Suburban Mobility Authority for Regional Transportation	Comprehensive Operational Analysis	Detroit, MI
45 Bloomington Public Transportation Corporation	Transit Route Optimization	Bloomington, IN





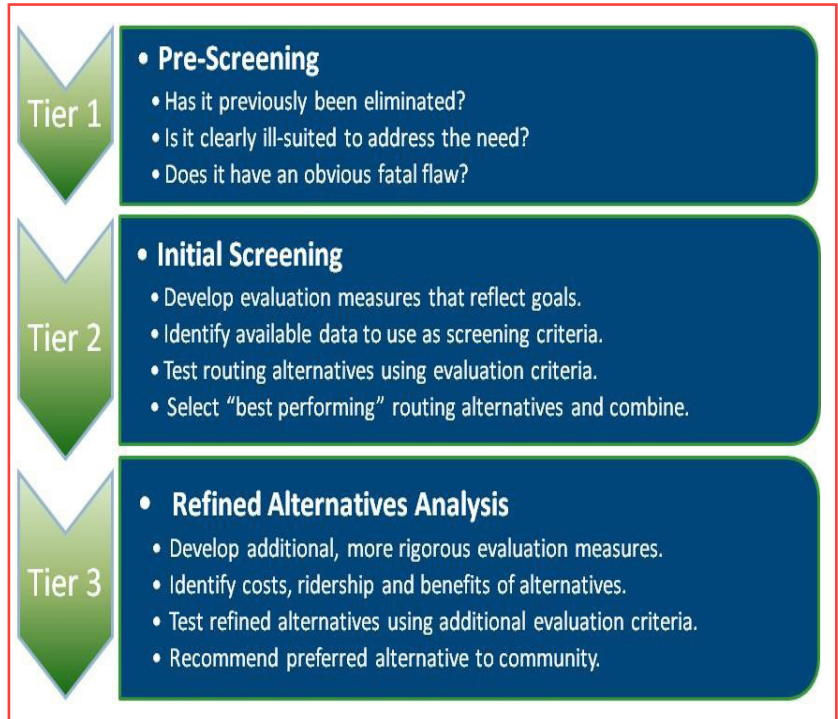
RELEVANT PROJECT EXPERIENCE

Gainesville Bus/BRT Alternatives Analysis
Gainesville, Florida

WSP evaluated premium transit modes as a cost-effective, sustainable mechanism for improving east-west connectivity, increasing mobility and transportation choice, reducing congestion and parking demand, spurring economic development, and supporting the community’s desire for a multimodal transportation network. The feasibility and potential configuration of bus rapid transit (BRT) implementation was assessed. The corridor stretches 16 miles from Santa Fe College to Gainesville Regional Airport. Work included new traffic counts on certain arterial streets, development of a screening process for the alternatives assessment, development of ridership projections, capital and operating cost estimates, conceptual running-way and station design of refined alternatives, and evaluation against FTA New Starts guidelines. Potential funding sources were also evaluated.

As an add-on to the study, WSP assessed alternate sites for a new transit center on the UF campus, including the development of an artist rendering for the recommended site location and concept plan. A concept plan for a new Fiver Points Transit Center in East Gainesville was also prepared.

An extensive public involvement program was undertaken, including multiple public workshops, stakeholder interviews, and website development. A Project Steering Committee comprising representatives from the City of Gainesville, Alachua County, the North Central Florida Transportation Planning Organization, University of Florida, Santa Fe College and other interest groups was established.



Client: *City of Gainesville/Regional Transit System*

Client Contact: *Jesus Gomez, RTS General Manager*
352.334.5000

Years of Performance: *2013 - 2014*

Date of Completion/Acceptance: *August 2014*

Names of Staff and Roles: *Alan Danaher, Project Manager*

Governmental Agency Verifying Compliance: *Federal Transit Administration*





Gainesville RTS Comprehensive Operations Analysis
Gainesville, Florida

As a subconsultant, WSP coordinated public involvement activities associated with a Comprehensive Operations Analysis of the RTS system, as a key input into the development of the FY 2015-2024 TDP Update. Work included stakeholder interviews and coordination of public workshops. Assistance with the existing conditions analysis was also provided.

Information Session Comment Card

1. How did you hear about this meeting (circle one)? Newspaper Social Media Signs on Buses List Serv At Station

2. Was it convenient for you to have information sessions at the stations (circle one)? Yes No

3. Was the time convenient for you (circle one)? Yes No

4. If no, please suggest a more convenient time (write in suggestions).

5. Were your questions answered (circle one)? Yes No

6. Do you understand the project after attending this meeting (circle one)? Yes No

7. Please share any additional thoughts or suggestions.

Become part of our mailing list

Name _____

Address _____

Email _____

OPEN HOUSE MEETINGS

The City of Gainesville **Regional Transit System (RTS)** invites you to join us for open house meetings to learn about the **RTS Comprehensive Operations Analysis Study** and help shape future transit service. We will be studying ways to improve bus service and we want to know what you think. Come join us on **October 1, 2013** at one of the following locations/times.

ROSA PARKS DOWNTOWN STATION	OAKS MALL RTS BUS STOP	HISTORIC GAINESVILLE DEPOT
Meeting Times 7:30 am to 9:30 am 2:30 pm to 4:30 pm	Meeting Times 7:30 am to 9:30 am 2:30 pm to 4:30 pm	Meeting Time Evening Only 6:00 pm to 8:00 pm

For additional information, please go to the **RTS website at: www.go-RTS.com** or contact **Abra Home at: 407-587-7814 or HomeAE@pbworld.com.**

Public participation is solicited without regard to race, color, national origin, age, sex, disability or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons that require translation services (free of charge) should contact Matthew Muller at 352-393-7852 or MatthewM@cityofgainesville.org no later than two (2) business days prior to the open house.

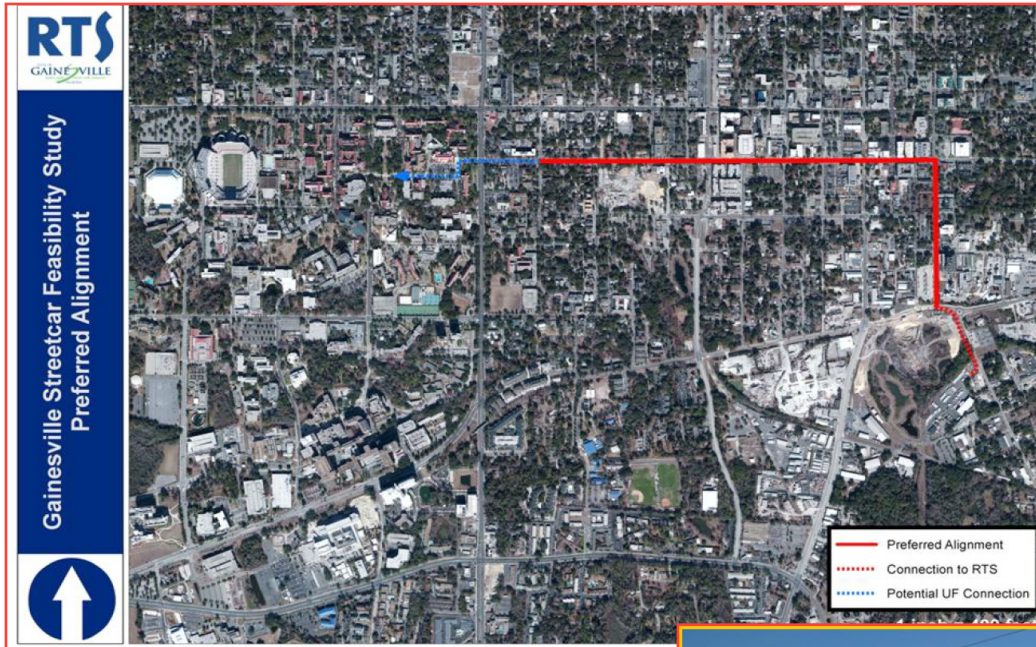
Client:	<i>City of Gainesville/Regional Transit System</i>
Client Contact:	<i>Jesus Gomez, RTS General Manager 352.334.5000</i>
Years of Performance:	<i>2013 - 2014</i>
Date of Completion/Acceptance:	<i>July 2014</i>
Names of Staff and Roles:	<i>Tim Rosenberger, Transit Operations Planner</i>
Governmental Agency Verifying Compliance:	<i>Federal Transit Administration</i>





Gainesville Streetcar Feasibility Study
Gainesville, Florida

As a subconsultant, WSP assisted in assessing the feasibility and potential configuration of a new streetcar line connecting the Rosa Parks Transit Center and downtown Gainesville with the University of Florida. Work focused on an assessment of alternate vehicle types and propulsion systems, assessment of development potential and preparation of ridership projections development of conceptual alignment plans, provisions for an operations/maintenance facility, and capital and operating cost estimates. A technical report was also prepared.



Client: *City of Gainesville/Regional Transit System*
Client Contact: *Jesus Gomez, RTS General Manager*
352.334.5000
Years of Performance: *2013 - 2014*
Date of Completion/Acceptance: *July 2014*
Names of Staff and Roles: *Alan Danaher, Project Manager*
Governmental Agency Verifying Compliance: *Federal Transit Administration*



Miami-Dade Transit: Transit Development Plan Major and Annual Updates
Miami-Dade County, Florida



WSP is finalizing the fourth annual update and final year of a five-year contract with Miami-Dade County to prepare their major update TDP update and subsequent four annual updates. The client formerly referred to as Miami-Dade Transit is now the Miami-Dade County Department of Transportation and Public Works (DTPW).

WSP was responsible for the complete document preparation, including situation appraisal, 10-year implementation plan, system overview, peer comparison, and trend analysis, goals and objectives, public involvement, and the financial plan.

Over the course of the five-year cycle, WSP prepared DTPW's TDP in accordance with FDOT guidelines, and enabled DTPW to qualify for the State of Florida Public Transit Block Grant Program.



Client: *Miami-Dade County Department of Transportation and Public Works*

Client Contact: *Monica Cejas, Chief of Planning & System Development*
786.469.5290

Years of Performance: *2011- 2018*

Date of Completion/Acceptance: *Pending (November 2018)*

Names of Staff and Roles: *John Lafferty, Project Manager*
Tim Rosenberger, Senior Transportation Planner

Governmental Agency Verifying Compliance: *Florida Department of Transportation*
District Five



PSTA Community Bus Plan Update
St. Petersburg/Clearwater, Florida

As a task-order under its on-call planning services contract with Pinellas-Suncoast Transit Authority (PSTA), WSP undertook the update to the agency’s Community Bus Plan. The plan consists of a short-term system optimization plan to improve the efficiency and performance of the system, as well as long-term, strategic plan to position the agency for growth as the region develops over the next 10-15 years.

The 2018 update of the Community Bus Plan focuses on a “core-plus-innovation” approach that sought to streamline the PSTA system around core routes and adjust the system to match current development patterns, in a no-new-revenue financial environment. Given the success of the PSTA Direct Connect and Transportation Disadvantaged programs, which use subsidized Uber and taxi trips to supplement transit service, the plan sought opportunities to use similar services to replace under-utilized fixed-route service. The plan also sought to address on-time performance issues generated by worsening traffic congestion, which reaches a peak during the winter-spring tourist season. WSP analyzed voluminous agency ridership and on-time performance data, performed a market analysis and interviewed bus operators, supervisors, customer service representatives and dispatchers. WSP developed a series of changes to bus routes in three zero-sum funding scenarios, and these were refined in a series of workshops with members of PSTA’s planning, scheduling, operations and marketing staff. The plan recommended increases in service frequency on high ridership routes and increases in travel time to address late running and improve on-time performance. These scenarios recommended eliminating six-to-twelve lower performing bus routes, as well as reductions in frequency and service span on many other lower-performing routes, to provide resources for improving higher-performing routes. Expanded use of taxi-and-Uber-based services was recommended to provide cost-effective service coverage for those areas and times slated to lose transit service. Stop consolidation was recommended on all routes to remove little-used and redundant stops and improve on-time performance and service reliability. Three core routes were recommended for conversion to limited stop service as a preliminary step towards developing BRT service in the corridor, with supplementary local bus service left in place to serve interim stops and diversions from main route alignments. New data collection and analysis routines to improve the agency’s ability to plan and “right-size” its route network to adjust to future demand were among the other short-term recommendations.

Client: *Pinellas-Suncoast Transit Authority*

Client Contact: *Cassandra Borchers, Chief Development Officer*
727.260.1177

Years of Performance: *2018 - 2019*

Date of Completion/Acceptance: *Pending (January 2019)*

Names of Staff and Roles: *Tim Rosenberger, Project Manager*
Kenneth Liwag, Senior Transportation Planner
Alan Danaher
Amy Dunham, Senior Transportation Planner
Ken Liwag, Senior Transportation Planner
Eric Heinz, Senior Transportation Planner
Laura Minns, Senior Transportation Planner

Governmental Agency Verifying Compliance: *Please see Client Contact*



Blueprint for Transportation Excellence and 2014 Major Update to TDP

Jacksonville, Florida

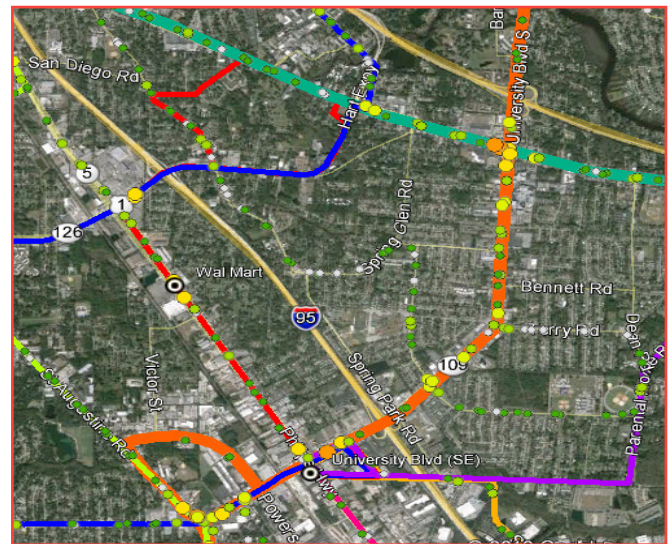


As a subcontractor, WSP led the development of a comprehensive operations analysis (COA) and TDP for JTA. The existing transit system was primarily bus-based and included an elevated, automated people mover, the Jacksonville Skyway, as well as four BRT lines in various stages of planning and development.

WSP analyzed the performance of the transit system and the demographics and projected growth of the area. The study team also conducted extensive public outreach, conducted a field review of routes and held “in-reach” meetings with bus operators, customer service representatives and other staff to gather information on employee and public attitudes towards the service and recommendations on changes to routes and services.

WSP and JTA staff developed recommendations for route changes and integration of the bus routes, skyway and BRT systems in a series of workshops. A similar workshop setting was used to formulate an implementation and financial plan. Financial forecasts conducted in conjunction with the planning efforts indicated funding growth would not yield significant additional revenues to operate the BRT system while maintaining existing coverage levels. The study team had to find approximately 25% of the total revenue hours in the system to permit the operation of the planned BRT system. WSP, working with JTA staff, identified reductions on under-utilized routes and other system efficiencies to begin concentrating service in proposed BRT corridors, which would transition to provide the BRT service upon completion of BRT improvements.

The COA resulted in changes to nearly every route in the JTA system and the replacement of a confusing route numbering system that resulted in the renumbering of every bus route in the system. These changes were implemented all at once, on December 1, 2014. Ridership increases were registered in the first week of service, and the changes were acclaimed by transit users and in the region’s press. Transit ridership and fare revenue were up by more than 10% compared with the previous year by March 2016.



Client:	<i>Jacksonville Transportation Authority</i>
Client Contact:	<i>Carl Weckenmann, AICP, Senior Manager, Systems Planning 904.633.8510</i>
Years of Performance:	<i>2013 - 2014</i>
Date of Completion/Acceptance:	<i>August 2014</i>
Names of Staff and Roles:	<i>Tim Rosenberger, Project Manager Ken Liwag, Senior Transportation Planner</i>
Governmental Agency Verifying Compliance:	<i>Please see Client Contact</i>

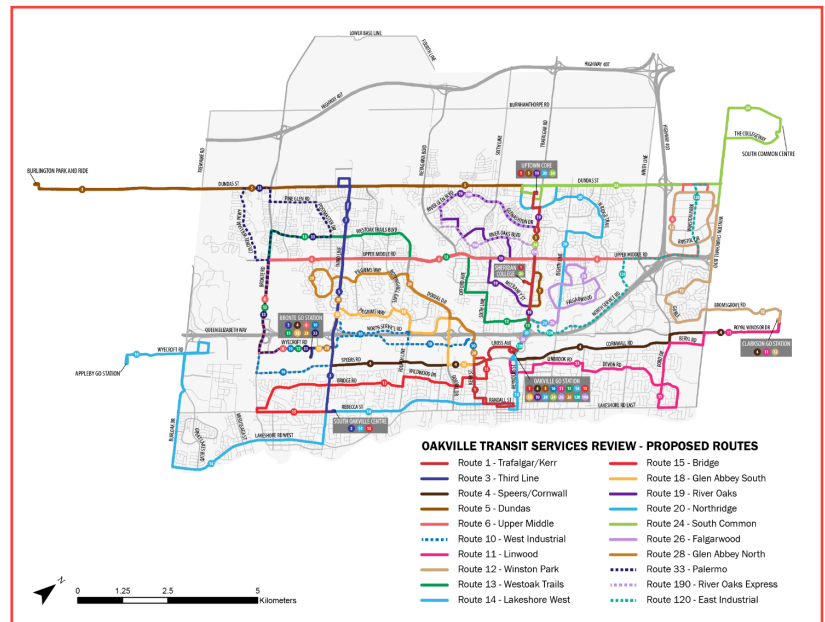




Oakville Transit Services Review
Oakville, Ontario

Oakville Transit retained WSP to complete an enterprise rethinking and restructuring of its conventional transit services, new transit planning, specialized transit services, and the transit administrative and support organization. This review was performed in anticipation of rapid growth in coming years, with significant planned development in the town. WSP evaluated the agency’s existing services and operations to determine if the service delivery and design strategies were the most effective and efficient, and, ultimately, developed a strategic plan for transit that will deliver more value in the face of funding challenges.

A five-year transit service plan was developed for conventional transit service which identified service level improvements and efficiencies, revenue projections, marketing and revenue opportunities, and capital projects/ requirements. Separate recommendations were provided for the implementation requirements and strategies for the multi-stage implementation of transit service in new residential communities, mixed use developments, and employment areas. WSP developed a five-year specialized services demand forecast, a review of the industry’s best practices for specialized/para-transit services, recommended service levels of operation, and provided recommendations for the specialized services program. Recommendations included consolidation of service on key regional higher-order transit corridors, connections to key destinations in adjoining municipalities, use of a hybrid fixed route/call-a-ride service called “home-to-hub” to provide lifeline service to hard-to-serve, lower density areas, and 15 minute service on key routes connecting to GO commuter rail stations to eliminate the need for frequent schedule changes to maintain connections.



Client: *Oakville Transit*

Client Contact: *Barry Cole, Director*
905.945.6601

Years of Performance: *2014 - 2015*

Date of Completion/Acceptance: *2015*

Names of Staff and Roles: *Tim Rosenberger, Technical Lead*
Kenneth Liwag, Transit Planner

Governmental Agency Verifying Compliance: *Please see Client Contact*



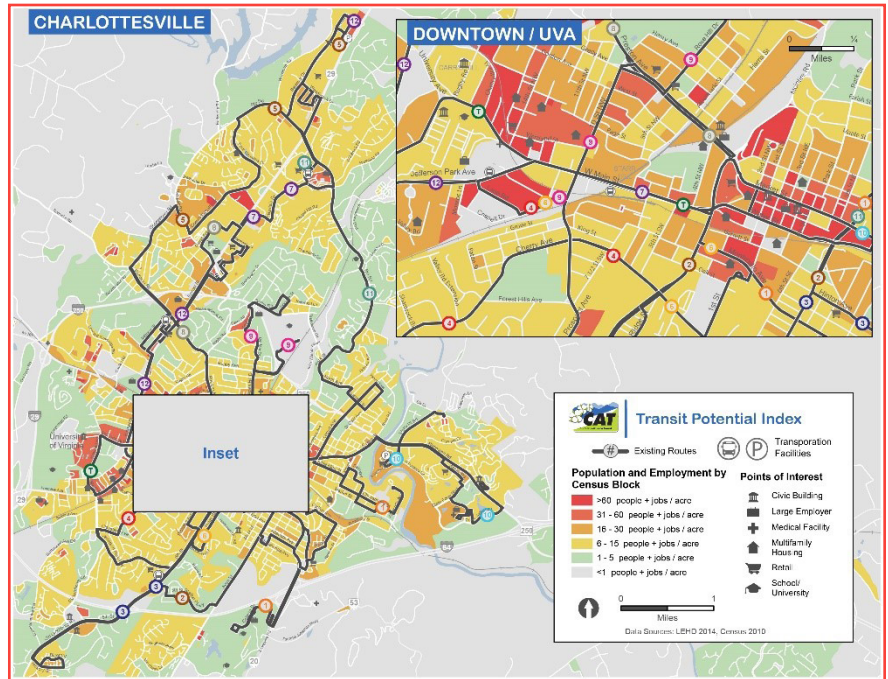
Charlottesville Area TDP
Charlottesville, Virginia



Foursquare led a TDP focusing on the City of Charlottesville, Albemarle County, and surrounding communities. The TDP provided a framework for actionable plans for service delivery and improvement that incorporated existing capital and operating revenue constraints, while also identifying unmet or unfunded needs and mid- and long-term visions for transit in the region.

The 10-month study included an overview of the existing transit system, a review of the agencies' progress in meeting previously established goals and objectives, and analyses of current service performance and the market for transit service in the region.

Foursquare staff developed service improvement recommendations and a phasing plan informed by a three-variable financial model. In addition, the study included a robust outreach process focused on engaging key stakeholders, members of the public, and front-line staff such as drivers and dispatchers.



Client: *Virginia Department of Rail and Public Transportation*

Client Contact: *Katie Schwing, AICP, Statewide Transit Planner*
804.786.6797

Years of Performance: *2017 - 2018*

Date of Completion/Acceptance: *May 2018*

Names of Staff and Roles: *Jessica Alvarez, PTP, Deputy Project Manager*

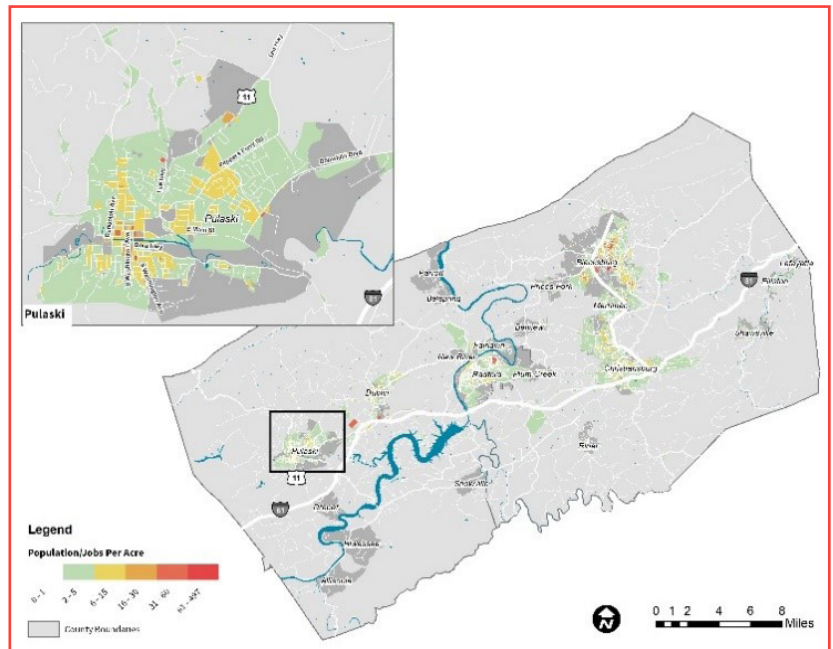
Governmental Agency Verifying Compliance: *Please see Client Contact*

Blacksburg, Radford and Pulaski Area TDP
Blacksburg, Radford and Pulaski, Virginia



Foursquare is currently completing a TDP for three systems in the New River Valley region of Virginia: Blacksburg Transit, Radford Transit, and Pulaski Area Transit. The firm led the technical components of the plan, including a demographic and transit need analysis of the region using our multi-variable transit propensity tool and an evaluation of performance, ridership, and service levels on each system. Foursquare’s transit propensity tool identified areas with high demand for different types of transit service and linked with travel flow data to identify needed connections. Both Blacksburg Transit and Radford Transit are centered on large universities: Virginia Tech and Radford University, respectively.

To inform the recommendations, Foursquare led an initial phase of community outreach, including traditional public meetings, pop-up events, an on-board rider survey, stakeholder meetings, and online engagement strategies. The remainder of the project will develop service and capital improvements for each system, and also a strategy to better the integrate the systems together. A second round of community outreach will also be conducted to gather feedback on the recommendations.



Client: *Virginia Department of Rail and Public Transportation*

Client Contact: *Nick Britton, Statewide Manager of Transit Planning*
804.86.7425

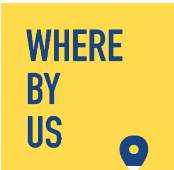
Years of Performance: *2017 - 2018*

Date of Completion/Acceptance: *June 2018*

Names of Staff and Roles: *Adam Reccia, Deputy Project Manager*

Governmental Agency Verifying Compliance: *Please see Client Contact*

Miami-Dade Transit Smart Campaign
Miami-Dade County, Florida



WhereBy.Us created an awareness campaign for Miami-Dade Transit’s new initiative “Smart Plan.” The goal was to inform the community about th plan initiative and solicit feedback.

How was it done?

Eight Facebook videos were created that reached 384,250 locals. Viewers commented, shared, and reacted to the videos over 3,000 times. They provided suggestions for where particular features of the Smart Plan could be implemented, and shared their questions and concerns about the initiatives with our team and the Miami-Dade Transit team.

For every video published on Facebook, a call-out was featured in the WhereBy.Us daily newsletter. This linked to the video on Facebook and provided a short explanation of the content. In the newsletter, there were 36,973 opens and 990 clicks. The campaign was extremely cost effective at \$.01 per impressions and \$.09 per engagement.



Client:	<i>Miami-Dade Transit</i>
Client Contact:	<i>Illeen Delgado 786.469.5289</i>
Years of Performance:	<i>2018</i>
Date of Completion/Acceptance:	<i>May 2018</i>
Names of Staff and Roles:	<i>Rebekah Monson</i>
Governmental Agency Verifying Compliance:	<i>Please see Client Contact</i>



**MAJOR UPDATE TO TRANSIT
DEVELOPMENT PLAN**

RFP NO. RTSX-190010-DS

PRICE PROPOSAL



PRICE PROPOSAL

SUBMITTED UNDER SEPARATE COVER



PRICE PROPOSAL

WSP is pleased to submit this Price Proposal for services on the RTS Major TDP Update for 2020-2029. The below cost reflects the project approach presented in our Technical Proposal. It includes a base cost of services including a more limited rider survey. Total DBE% (Foursquare ITP) with the base fee proposal will be 17.6%.

BASE FEE

WORK TASK	TASK COST				
	WSP	Foursquare	WhereBy. Us	TempForce	Total
1- Establish/Coordinate Review Committee	\$5,118				\$5,118
2 – Establish Baseline Conditions	\$956	\$15,437			\$16,393
3 – Facilitate Public Involvement	\$24,540		\$4,500	\$3,036	\$32,076
4 – Identify & Evaluate Transit Services	\$9,884	\$9,466			\$19,350
5 – Evaluate Demand & Mobility Needs	\$21,927				\$21,927
6 – Conduct Situation Appraisal	\$4,414				\$4,414
7 – Develop Goals & Objectives	\$3,981				\$3,981
8 – Prepare Update to Transit Development Plan	\$38,113				\$38,113
Total	\$108,933	\$24,903	\$4,500	\$3,036	\$141,372

The undersigned certifies the Price Proposal above.

Michelle L. Kendall
(Signature)

October 31, 2018
(date)

STATE OF: Florida
COUNTY OF: Orange

Subscribed and sworn to (or affirmed) before me on October 31, 2018 (date)
by Michelle L. Kendall, AICP (name of affiant). He/She is personally known to me or has produced
identification. (type of identification).

Natalie Bugg





wsp

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wsp.com