



April 6, 2026

RFP No. 26-RFQ01217

Hernando County

GENERAL SERVICES CONSULTANT - TRANSIT

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1.0 INTRODUCTION

April 6, 2026

Ms. Felicia Holmes, Procurement Manager
Hernando County
15470 Flight Path Drive
Brooksville, FL 34604



RE: HERNANDO COUNTY GENERAL SERVICES CONSULTANT - TRANSIT, RFP #26-RFQ01217

Dear Ms. Holmes,

WSP is delighted to submit our qualifications for the Hernando County General Services Consultant – Transit solicitation. As you may be aware, WSP is currently working closely with Hernando County Transit personnel providing technical assistance with the site selection for the new Hernando County Transit Transfer Center and Maintenance Facility through our Florida Department of Transportation (FDOT) District Seven modal contract. WSP would love the opportunity to continue this trusted relationship as **we are committed to the success of Hernando County and will continue to deliver first-class consultant services** on time, on budget, and tailored to meet Hernando County's current and future transit goals.

WSP will continue to provide focused attention and innovative solutions to ensure the success of all projects from the Construction and Capital Projects (C&CP) Work Program. WSP is aware of the tremendous growth that Hernando County is undergoing and understands that keeping the County's unique needs in the forefront, today and in the future, is essential.

- **We have holistic capabilities.** We are uniquely qualified to deliver comprehensive, innovative designs to the highest quality standards that will meet Hernando County's needs. Our team brings in-depth experience across transit and roadway services, including routes, facilities, and fleet, focused on improving operational efficiency and, most importantly, safety.
- **We are invested.** Hernando County is home to our staff, who take great pride in the community and are committed to its success. Our local team understands the County's needs and challenges, and recognizes how decisions on critical projects affect other essential services.
- **We provide experienced, hands-on leadership.** **Cassandra Borchers, AICP**, will serve as Hernando County's primary contact and lead the WSP team, bringing over 25 years of transit experience, including a decade as the Chief Development Officer at Pinellas Suncoast Transit Authority (PSTA) in Pinellas County, Florida. She has successfully navigated challenges similar to those facing Hernando County Transit, such as managing service delivery through financial challenges and securing new funding partnerships for both operating and capital projects. Cassandra will be supported by **Scarlett Sharpe, ENV-SP**, as Deputy Project Manager. Scarlett is a local Brooksville resident with more than 30 years of environmental and transportation planning experience.
- **We plan with the end in mind.** Our team excels at developing and implementing project-specific delivery strategies that span the full project lifecycle, from planning and environmental clearance through design, construction, and operations and maintenance.
- **We know FDOT.** We understand that a strong partnership with FDOT is critical to project success. Our team brings deep experience navigating FDOT policies, processes, and staff coordination, allowing us to anticipate and address interconnected issues early.



- **We have recent experience with Hernando County.** Through FDOT, WSP has been assisting with the new transfer center and maintenance facility. This role is ongoing, and we anticipate continuing support through due diligence and funding to help bring the project to fruition.
- **We understand transit operations.** Over 30% of our transit facility design work involves renovation and expansion of existing facilities. We develop detailed work-around plans early in design to minimize disruptions to ongoing operations during construction.
- **We bring national experience.** For more than 45 years, WSP has supported the planning and design of operations and maintenance facilities for transit agencies nationwide. Our team regularly assists with Transportation Development Plans (TDPs), environmental clearances, and Federal Transit Administration (FTA) funding, and remains actively engaged in dozens of transit facility projects each year—bringing current best practices and lessons learned to every assignment.
- **We integrate local context with national best practices.** Our designs reflect a thorough understanding of Hernando County's operational preferences while applying proven approaches from similar projects across the country.
- **We value stakeholder involvement.** From the outset, we engage stakeholders and end users through a public involvement approach tailored to the community. Whether through workshops, virtual meetings, or small-group discussions, we work to ensure that outcomes meet current and future needs.
- **We are committed.** We will deliver state-of-the-art designs, comprehensive environmental analysis, and innovative funding strategies to help Hernando County address unique challenges and provide innovative solutions for its C&CP program.

The qualifications presented in our proposal highlight WSP's expertise and readiness to support Hernando County Transit as an extension of staff to augment your existing technical abilities, identify and secure grant funding opportunities, serve as a strategic advisor, and coordinate effectively with partner agencies and jurisdictions.

WSP USA Inc. is a corporation and **Bob Clifford, AICP**, is the authorized representative responsible for this proposal. The WSP Tampa office, located at 5411 Sky Center Drive, Suite 650, Tampa, Florida 33607, will serve as the primary office responsible for providing these services. This proposal is submitted without collusion with any other person or entity responding to this RFP and has been prepared with full consideration of Addendum No. 1 issued for this solicitation.

We appreciate the opportunity to be considered and look forward to partnering with Hernando County Transit to support your continued success. If you have any questions or need further information, please do not hesitate to reach out.

Respectfully,

WSP USA Inc.

A handwritten signature in blue ink, appearing to read 'Bob Clifford'.

Bob Clifford, AICP
 Senior Vice President
 Southeast District Business Line Leader
 p: 813-520-4451
 e: Bob.Clifford@wsp.com

2.0 ABILITY, CAPACITY, AND SKILL OF FIRM

Hernando County's transit and roadway networks are carrying more people, trips, and expectations every year. Under the leadership of Darlene Lollie, Hernando County Transit has accepted the challenge of serving the county with additional services and a growing fleet. WSP has carefully curated a team of professionals specifically designed to help Hernando Transit meet these challenges and advance its ambitious goals.

WSP brings a multidisciplinary team with strong national expertise and a committed local presence in transit, roadway, environmental, and facility programs. Our team is supported by a proven record of effective project management, technical excellence, and regulatory compliance on similar initiatives across Florida and the United States. Our objective is to help Hernando County further integrate transit into its broader transportation network, focusing on meeting both immediate and long-term mobility needs for all segments of the County's population. We will do this by providing management insight and an in-depth understanding of local conditions and markets.

We are specifically familiar with Hernando County, its value to the region as the Adventure Coast, and the growth pressures the County is facing.

With more than 300 professionals in the Tampa Bay region alone, the WSP team will serve Hernando County Transit with professionals that combine technical proficiency, organizational excellence, and a cooperative approach to problem-solving.

Our long-standing regional presence provides first-hand knowledge of Hernando County's labor and material markets, supported by FDOT-proven internship pipelines and WSP's Gold Standard Workforce Development Playbook. Partnerships with local colleges ensure dependable staffing, continuity, and competitive pricing while investing in the local community.

Project Leaders

The WSP management team includes Florida Professional Engineers, LEED-accredited professionals, Certified Floodplain Managers, and Certified Planners, all dedicated to state and federal compliance and your goals. Our bench also features experts in National Environmental Policy Act (NEPA) documentation, Americans with Disabilities Act (ADA) design, transit operations planning, capital project engineering, cost estimating, and project controls. Key staff have contributed to projects such as TDPs, major transit transfer facilities, bus operations and maintenance centers, and strategic planning documents.

Each of these leaders brings unique credentials and balanced experience to serve Hernando County. They will be supported by key technical personnel and a core team of subconsultants described below and shown on the attached organizational chart.



PRINCIPAL-IN-CHARGE:
Todd Laine, PE

Years Experience: 29
Location: Tampa, FL

Key Experience:

- WSP Transportation Business Line Leader

- FDOT D7 General Engineering Consultant (GEC)
- FDOT D7 Tampa Westshore Interchange Phased Design-Build (Tampa, FL)

Todd provides project and contract management and engineering leadership across complex FDOT programs, including major corridor and interchange improvements, multimodal roadway and utility/stormwater systems, and design-build and continuing services contracts. He brings strong technical credibility, deep understanding of regional transportation and transit needs aligned with Hernando County's general services requirements, and serves as a trusted advisor to FDOT District Seven. Todd will also ensure access to national resources supporting specialized transit planning, architecture, and engineering services.



PROJECT MANAGER:
Cassandra Borchers, AICP

Years Experience: 28
Location: Tampa, FL

Key Experience:

- FDOT D7 Modal Development
- Hillsborough Area Regional Transit (HART) General Services (Hillsborough County, FL)
- PSTA General Services (Pinellas County, FL)

Cassandra is a seasoned transportation professional with experience in both public and private sectors. Her expertise spans project and agency management, strategic direction development, and the implementation of major projects. She cultivates a positive work team that focuses on project delivery for clients. She is also proficient in engaging elected leaders and the

public in meaningful dialogue and decision-making processes to achieve the best outcomes for the community. Her skills include creating strategic phasing plans for projects that include opportunities for funding partnerships.

As the former Chief Development Officer at PSTA, she has deep technical knowledge of planning for short and long-range operations, capital program development and project delivery, funding strategies, and programming partnerships with FDOT and Metropolitan Planning Organizations (MPOs). Her recent experience includes managing the FDOT District Seven Modal Development contract, as well as serving in leadership roles for general services contracts for HART, PSTA, and GoPasco. **She is currently supporting Hernando County Transit through the FDOT Modal Contract, providing technical and strategic assistance.**



**DEPUTY PROJECT MANAGER:
Scarlett Sharpe, ENV-SP**

Years Experience: 35
Location: Brooksville, FL

Key Experience:

- FDOT D7, Fowler Avenue Project Development and Environment (PD&E) Study (Hillsborough County, FL)
- FDOT D7, I-275 from Martin Luther King Jr. Blvd to Bearss Ave PD&E Study (Hillsborough County, FL)
- FDOT D7, I-75 from S of US 301 to N of Big Bend Road PD&E Study (Hillsborough County, FL)

Scarlett has extensive experience in environmental and transportation planning. She specializes in PD&E and NEPA project clearance, successfully securing NEPA clearance for numerous transportation, water and wastewater, and infrastructure rehabilitation projects. She is also

experienced in public involvement and program management. **Scarlett has firsthand knowledge of Hernando County's growth, being a longtime resident of Brooksville.** She currently provides transportation planning assistance to the Tampa Hillsborough Expressway Authority (THEA) and FDOT. She is an active member of the Hernando Citrus MPO Citizens Advisory Committee and a former member of the Bicycle Pedestrian Advisory Committee.



**ARCHITECTURAL DESIGN:
Mark Campbell, AIA, LEED AP**

Years Experience: 31
Location: St. Louis, MO

Key Experience:

- St. Louis Metro Multi-Modal Stations Architecture Design (St. Louis, MO)
- IndyGo Maintenance Facility Masterplan and Design (Indianapolis, IN)
- PSTA Administration, Operations and Maintenance Headquarters Architecture (St. Petersburg, FL)

Mark is a LEED Accredited Professional with experience supporting clients with planning, design, and delivery of transit and transportation facilities. Mark has led the design of more than 200 transit facilities worldwide, bringing proven expertise that can be applied to projects of varying scale and complexity. He is currently supporting other local clients, including HART's Phase 1 Fleet Services Building in Tampa, Florida and Citrus Connection's intermodal center and administrative office development in Lakeland, Florida.



**CAPITAL PROJECT DESIGN &
VALUE ENGINEERING:
Angel Chavarria, PE**

Years Experience: 29
Location: Miami, FL

Key Experience:

- South Dade Transit Operations Center (Miami-Dade County, FL)
- South Corridor Bus Rapid Transit (BRT) Design-Build (Miami-Dade County, FL)
- Beach Corridor Rapid Transit PD&E (Miami-Dade County, FL)

Angel leads design and delivery of large, complex capital infrastructure projects, with a focus on value-driven decision-making throughout project development. He oversees multidisciplinary teams, conducts constructability reviews, evaluates design alternatives, and supports cost estimating, budgeting, and schedule control to optimize outcomes. Angel has served as project director and manager on major public-sector projects, coordinating permitting, stakeholder engagement, quality control, and risk mitigation. His experience includes evaluating delivery methods, reducing construction risk and cost during design, and implementing solutions aligned with owner priorities, schedules, and long-term operational needs.



**SITE CIVIL: Jason Dunn, PE, CFM,
ENV-SP**

Years Experience: 24
Location: Tampa, FL

Key Experience:

- Stormwater Management: THEA, 12th Street Stormwater Park (Tampa, FL)
- GEC Project Management: Hillsborough County, Williams Road Pedestrian Improvements (Tampa, FL)
- Environmental Permitting: City of Tarpon Springs, Lakeview Drive (Tarpon Springs, FL)

Jason is a senior engineer and project manager with experience delivering value-driven civil engineering solutions. His background includes GEC project management, drainage/stormwater design, floodplain analysis, watershed modeling

with ArcGIS and StormWise, and environmental permitting. Jason has experience that supports the Hernando County Transit as-needed consulting model and capital program with clients such as Hillsborough County, Pinellas County, City of Tarpon Springs, and THEA.



MAINTENANCE FACILITIES:

Mike Martin

Years Experience: 18

Location: Houston, TX

Key Experience:

- South Dade Transit Operations Center (Miami-Dade County, FL)
- HART Bus Operations Site Master Plan & Phase 1 Facility Design (Tampa, FL)
- Maryland Transit Administration (MTA), Systemwide Transition Plan & Multiple Pilot Deployments (Baltimore, MD)

Mike leads the planning, design, and implementation of transit maintenance and operations facilities for public agencies nationwide. As a national lead for bus, public works, and zero-emission facilities, he brings expertise in facility master planning, state-of-good-repair assessments, and asset management. His experience includes maintenance facility design, fueling and charging infrastructure, operational planning, cost estimating, and coordination with federal and state agencies. He delivers practical solutions that maintain operations while advancing long-term capital and sustainability goals.



NEPA CLEARANCE:

Jenifer Palmer, AICP

Years Experience: 18

Location: Orlando, FL

Key Experience:

- MARTA, Phased BRT Assessment and NEPA (Atlanta, GA)
- North Corridor Light Maintenance Facility Site Layout and NEPA (Miami, FL)
- PSTA Clearwater Transit Center NEPA and Design (Clearwater, FL)

Jenifer is a senior transit planner and project manager who has successfully supported public agencies similar to Hernando County Transit in planning, engineering, and program development. Jenifer has managed strategic short- and long-range transit plans, NEPA compliance, capital project design, and public engagement efforts for a variety of transit projects across Florida and the Southeast. Jenifer's expertise includes federal grant applications, environmental and traffic analyses, and project management of multidisciplinary teams for transit infrastructure projects.



GRANTS DEVELOPMENT & MANAGEMENT: Catherine Hayes

Years Experience: 23

Location: Tampa, FL

Key Experience:

- Funding and Financing Analysis: Citrus Connection Intermodal Center (Lakeland, FL)
- Grant Strategy and Application Support: HART Heavy Maintenance Facility (Tampa, FL)
- Post-Award Grant Management and Implementation Support: Transit Agencies (FL)

Catherine is a seasoned and successful grants development and management professional with a proven track record in securing and administering funding for public agencies on a variety of projects. She has successfully managed and contributed to winning major grants from a variety of federal agencies and has demonstrated expertise in all aspects of grant lifecycles—from opportunity identification and narrative development to

compliance, reporting, and strategic planning. She is currently supporting Tampa Bay clients such as HART, Citrus Connection, and FDOT District Seven. **Over her past two years with WSP, she has delivered more than \$350M in grant wins to WSP clients, including \$55M to HART alone!**



SERVICE PLANNING:

Tim Rosenberger

Years Experience: 34

Location: Cleveland, OH

Key Experience:

- Greenway Transit, Comprehensive Operational Analysis (Conover, NC)
- Freedom Transit, Transit Development Plan (Washington, PA)
- Murfreesboro Rover Transit Center Location Analysis (Murfreesboro, TN)

Tim is a senior transit operations planner and leader in transit agency strategic planning, comprehensive operational analyses, and transit network redesign efforts. His background includes Florida-relevant work for HART (Tampa, Florida) on network redesign and microtransit evaluation, Monroe County (Florida Keys) on fixed-route and microtransit integration, and PSTA (Pinellas County) on community bus planning and service analysis. Tim also has extensive national experience in BRT planning/operations, transit facilities and transfer center planning, fleet planning (including zero-emission transition analysis), fare policy, and demand-response/paratransit planning.



TRANSIT DEVELOPMENT PLANS AND MODELING: Eric Heinz

Years Experience: 25

Location: Tampa, FL

Key Experience:

- HART Comprehensive Operational Analysis (COA) (Hillsborough County, FL)
- Premium Mobility Plan (PREMO) (Broward County, FL)
- FDOT D7 Intermodal Centers Study (Districtwide, FL)

Eric is a senior transportation planner supporting MPOs, counties, and transit agencies across Florida, with a focus on transit planning, long-range transportation plans (LRTPs), and multimodal implementation. He has served in project management and technical leadership roles for transit and LRTP updates, general planning consultant contracts, system studies, and BRT initiatives, bringing expertise in travel demand modeling, socioeconomic forecasting, capital cost estimation, and public engagement. Eric regularly coordinates with FDOT, FTA, MPOs, and local governments on grant-funded transit projects and federal and state compliance, and he is proficient in ArcGIS, STOPS, Cube Voyager, Synchro, and HCS. He delivers clear, implementable planning products that support transit operations, funding decisions, and long-term mobility goals.



PLANNING & PUBLIC ENGAGEMENT: Jennifer Straw, AICP

Years Experience: 22

Location: Tampa, FL

Key Experience:

- PSTA SunRunner (St. Petersburg, FL)
- Citrus Connection Intermodal Center (Lakeland, FL)
- FDOT D7 Districtwide Modal Development

Jennifer is a senior transit and transportation planner supporting public agencies across Florida, with a focus on transit planning, NEPA documentation, public and agency coordination, and public involvement. She is known for leading effective, well-attended engagement programs that blend innovative and traditional outreach methods. Her experience includes supporting FDOT and local agencies on corridor and premium transit studies, multimodal and long-range transportation plans, congestion management and traffic analyses, and PD&E efforts. Jennifer also contributes to Quality Assurance/Quality Control (QA/QC) and has supported major regional initiatives completed under FTA New Starts guidance, including evaluations of premium transit alternatives and systemwide BRT/rail feasibility studies.

Subconsultants

Our subconsultants were specifically chosen based on alignment with County needs and precedence on similar assignments. Collectively, these partners provide added depth in geotechnical analysis, right-of-way services, environmental studies, urban planning, cost estimating, public engagement,

and specialty engineering. Each has a proven track record of on-call and task order delivery for municipalities and counties in Florida and are prequalified in pertinent disciplines. All are poised to support compliance with FDOT/FTA grant requirements, ADA and Title VI, NEPA documentation, and Davis-Bacon reporting.

Additionally, each of these subconsultants is a trusted, long-standing partner to WSP with a proven record of delivering high-quality, technically sound work on other WSP contracts.



AREHNA Engineering, Inc. (DBE): AREHNA is a geotechnical engineering and materials testing firm with an experienced team of engineers who work closely with clients and design teams to deliver practical, cost-effective solutions. The firm has successfully provided geotechnical engineering, materials testing, and inspection services for a wide range of public- and private-sector projects, including municipal buildings, stormwater and drainage improvements, roadway projects, and other community and infrastructure. AREHNA's experience includes work for HART, PSTA, Broward County Transit, the City of Tampa, Hillsborough County, and municipalities throughout Florida.

AREHNA is prequalified in FDOT work groups 9.1, 9.2, 9.3, 9.4.1, 9.4.2, 9.5, and 10.3. They have a full-service geotechnical and construction materials testing laboratory that is AASHTO accredited, USACE validated, and FDOT approved.

PSTA, DESIGN SERVICES AND CONSTRUCTION-RELATED CONSULTANT SERVICES FOR CLEARWATER INTERMODAL CENTER (CLEARWATER, FL):

AREHNA's scope of work included a bus transfer station featuring a new primary PSTA operations building, waiting pavilion, restroom building, main wave canopy, side canopies, battery storage, dumpster enclosure, trellis canopy, and associated pavement areas with a bus loop. The project also included stormwater vault improvements, new turn lanes, and mast arms at the intersection of Myrtle Avenue and Franklin Street. Ms. McRory served as the senior geotechnical engineer and contract manager for the project.



Bay City Engineering, LLC (SBE, DBE): A certified Small Business Enterprise (SBE) transportation engineering firm specializing in traffic design, operations, and safety. **The firm is prequalified in FDOT work groups 3.1, 6.1, 6.3.1, 7.1, 7.2, and 7.3.** Bay City's experience includes pedestrian and bicyclist studies; warrant analyses for new midblock crossings and traffic signals; intersection and corridor safety studies;

intersection operations analyses; and lighting justification reports. The firm also has extensive experience preparing construction plans for traffic elements such as Bus Access and Transit (BAT) lanes, transit stop improvements, new midblock crossings and traffic signals, roadway and crosswalk lighting, and ADA-compliant pedestrian upgrades.

A highlighted collaboration between Bay City and WSP is **FDOT DISTRICT SEVEN'S DESIGN-BUILD (DB) PUSH BUTTON VI** contract, which supports the Target Zero initiative by delivering safety improvements on accelerated schedules. This task work order-based contract has included the design and construction of new midblock crossings, turn lane extensions, enhanced lighting, new signalized intersections, and horizontal curve safety improvements.



Christian T. Kent, Transit Management Consulting, LLC (SBE): Since 2018, Transit Management Consulting (TMC) has supported public- and private-

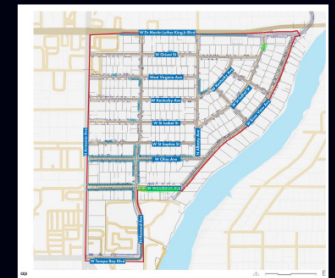
sector organizations in the strategic development and delivery of paratransit services across a range of operating models. Through Mr. Kent's extensive industry relationships—including transit agency CEOs nationwide and active involvement with organizations such as the American Public Transportation Association (APTA)—TMC provides informed benchmarking and comparative analysis to support client decision-making. A nationally respected thought leader in the paratransit field, Mr. Kent is actively engaged in Transportation Research Board research and synthesis efforts, bringing cutting-edge industry knowledge to TMC clients.

PINELLAS SUNCOAST TRANSIT AUTHORITY (PSTA), PARATRANSIT SERVICE EVALUATION: Transit Management Consulting provided a comprehensive review of PSTA's paratransit services to evaluate compliance with ADA requirements. The effort included an assessment of service delivery costs and the development of recommendations to improve efficiency, identify cost-saving opportunities, and refine the paratransit eligibility process. Services were delivered across multiple contracts totaling approximately \$120,000.



Element Engineering Group, LLC: Element provides land survey and Subsurface Utility Engineering (SUE) services that are closely connected to and informed by the communities it serves. Working with both public- and private-sector clients, Element is one of the largest surveying groups in the Tampa Bay region. Its client base includes FDOT, the Florida Turnpike, the Florida Department of Environmental Protection, Pinellas, Hillsborough, Manatee, and Sarasota Counties, as well as numerous municipalities such as the City of Tampa, City of St. Petersburg, and regional water management districts.

CITY OF TAMPA MOBILITY, OPPORTUNITY, VISION, EQUITY, SAFETY (MOVES): Element supported the City of Tampa's transportation plan and mobility goals by delivering transportation services aligned with Mobility, Opportunity, Vision, Equity, and Safety. The team provided comprehensive surveying and mapping; completed and updated design surveys; performed terrestrial LiDAR and point-cloud extraction; conducted right-of-way research; and carried out SUE designation services and utility locates to verify existing utilities within proposed design and safety improvement areas.



ETC Institute: A nationally recognized leader in transit market research, with more than 40 years of experience supporting state DOTs, transit agencies, and MPOs. The firm is widely known for conducting Origin-Destination (OD) surveys for the FTA and for working directly with FTA staff to help establish OD research guidelines and methodologies. ETC has completed over 300 onboard transit surveys and more than 500 transportation research studies nationwide, collecting more than one million OD surveys across 41 states and Puerto Rico. Its experience spans public transit, travel behavior, and major investment and corridor studies, using data collection methods that include tablet-based intercept surveys, paper surveys, telephone interviews, and web-based tools. In addition, ETC routinely conducts Title VI analyses, boarding and alighting counts, park-and-ride studies, and customer satisfaction surveys for many of the nation's largest transit providers.

LACMTA SYSTEMWIDE ON-BOARD AND MUNICIPAL OPERATOR SURVEYS:

ETC Institute conducted a systemwide on-board transit survey for Los Angeles County Metropolitan Transportation Authority (LACMTA) in 2023-2024, collecting more than 32,000 origin-destination (OD) interviews under a \$1.47 million contract. The survey gathered detailed travel behavior and demographic data to support LACMTA's long-range planning efforts and updates to the Los Angeles regional travel demand model. Building on this work, ETC is currently conducting a regionwide OD survey for municipal transit operators across the greater Los Angeles area (2025-2026), with a functional budget of \$538,143.75 and a target of 10,000 interviews, partnering with another firm to address specific contracting requirements.



Florida Acquisition and Appraisal, Inc. (SBE): A prequalified, full-service right-of-way firm providing turnkey right-of-way services to government, quasi-government, and private clients in Florida and North Carolina. Since 1995, FLAA has specialized in public-sector land acquisition and related services, including relocation assistance, appraisal and appraisal review, right-of-way cost estimating, property management, condemnation lawsuit preparation, title search and closing services, surplus property disposition, asbestos abatement contracting and management, and demolition contracting. **FLAA maintains annual prequalification with the FDOT under Work Group 21 (Acquisition, Negotiations, Closing, Order of Taking), Work Group 24 (Acquisition Relocation Assistance), and Work Group 25 (Right-of-Way Clearing and Leasing).** Prior to FDOT discontinuing Work Group 20.0 (Appraisal Services), FLAA held that prequalification for more than a decade and continues to incorporate appraisal services into its work program.

PINELLAS COUNTY, FOREST LAKES BLVD PHASE III FROM SR580 TO SR584/TAMPA ROAD:

FLAA was subcontracted by WSP to prepare a right-of-way cost estimate for 13 parcels within a commercial corridor that included complex ownerships such as a shopping center and a gas station. Several parcels involved multiple types of impacts, including fee simple acquisitions, permanent easements, and temporary construction easements. Despite years of prior project revisions and design changes, FLAA completed the right-of-way cost estimate within 60 days.

**marathon**

Marathon Technical Services: Marathon Technical Services has been a leader in the transit Compressed Natural Gas (CNG) industry since the late 1980s, delivering dozens of CNG fueling stations for fleets ranging from 30 to more than 300 buses. The firm pioneered a high-flow CNG dispensing equipment approach that has since become an industry standard, supported by hands-on, equipment-level expertise that is unique among CNG consultants. Marathon also brings extensive experience designing and upgrading bus maintenance facilities to safely and efficiently accommodate CNG fleets, balancing capital cost, operational efficiency, safety, and day-to-day operability. Its leadership is further demonstrated through selection by the U.S. Department of Energy to develop and deliver gaseous-fuels training, and through a successful 20-plus-year partnership with WSP.

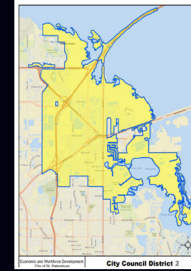
MARTA, HAMILTON CNG STATION DESIGN AND CONSTRUCTION SUPPORT:

Marathon supported the Metropolitan Atlanta Rapid Transit Authority (MARTA)'s in-house design team as a technical specialist for delivery of a new CNG fueling station, providing detailed design, procurement, and construction-phase support. The facility includes a CNG dryer, four 800-scfm compressors—designed to allow future relocation of two units without interrupting fueling operations—a compressed air system, and a state-of-the-art controls system. Additional features include three new CNG dispensers, a recapture defueling system, and two 70,000-scf storage buffers. Custom control logic was implemented to enable MARTA to use an existing generator with limited capacity.



Urban Planning Innovations, LLC (DBE): Urban Planning Innovations (UPI) works across both the public and private sectors, providing expertise in process and project management, land use policy and zoning analysis, code writing, conceptual site and building design, school planning in Hernando County, community engagement, local government relations and permitting, and right-of-way permitting. UPI brings extensive, hands-on knowledge of Hernando County's land use, zoning, and development processes, including public hearing and approval processes, local permitting requirements, and real estate considerations, and will leverage this experience to support the County effectively.

CITY OF ST. PETERSBURG DISTRICT 2 MASTER PLAN (GATEWAY DISTRICT): UPI is serving as a subconsultant to WSP for this project, with Teddy Kofman as Project Manager. UPI will support extensive analysis of future land use, zoning, and land development code; resiliency policies and programs; youth development and family support infrastructure; and recommendations for future redevelopment and infill. This work will also address future sidewalk, trail, and corridor connections to enhance pedestrian, transit, and other multimodal opportunities throughout the District.



Current and Projected Workload

WSP maintains a robust management structure that balances a diverse portfolio of active assignments across Florida while retaining the flexibility to support high-priority, on-call, and fast-tracked projects. Our project management team closely monitors staff allocation and project milestones to ensure the technical depth and schedule commitment needed to respond effectively to County task orders. This resourcing approach draws from a large bench of in-house professionals as well as eight prequalified subconsultants ready for rapid mobilization.

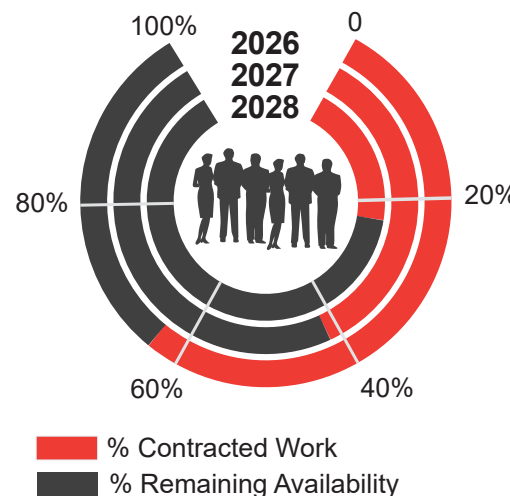
The chart summarizes projected backlog for key staff providing WSP's services and reflects approximate availability for the 2026-2028 period based on existing backlog as of March 2026. WSP will remain fully engaged and committed to supporting each task—near-, mid-, and long-term—throughout the duration of this contract.

Proposed key staff were selected based on their relevant experience, technical knowledge, and current availability. Based on our team's existing commitments, we have abundant capacity to support the Hernando General Services Consultant – Transit contract and to respond promptly to County needs.

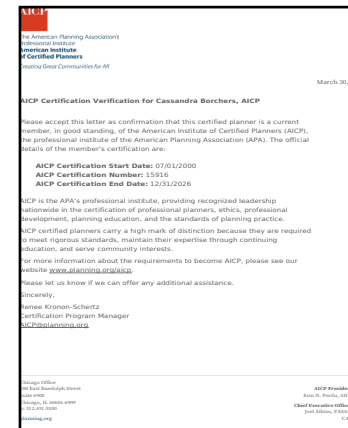
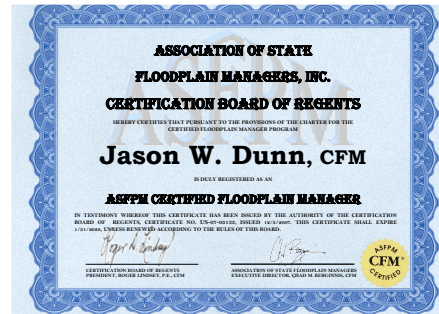
Our team is also available to provide on-site assistance as needed. As a Brooksville resident, Scarlett is available for frequent in-house support, if desired.

Conclusion

WSP offers an agile team with demonstrated capacity, deep Florida and Hernando County insight, and direct experience executing the full range of general professional and management engineering services required by the County's transit operations and capital program. Our priorities are clear: produce exceptional products with superior customer service, keep projects on schedule, be careful with public funds, and stay visible and responsive to the community.



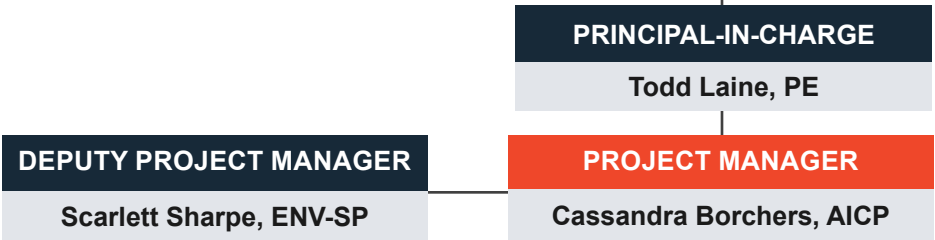
Key Staff / Role	Availability
Todd Laine, PE / Principal-in-Charge / QA/QC	25%
Scarlett Sharpe, ENV-SP / Deputy Project Manager	60%
Cassandra Borchers, AICP / Project Manager	50%
Mark Campbell, AIA, LEED AP / Architectural Design	35%
Angel Chavarria, PE / Alternative Delivery / Shop Drawing Review	35%
Jason Dunn, PE, CFM, ENV-SP / Site Civil	40%
Mike Martin / Maintenance Facilities	25%
Jenifer Palmer, AICP / NEPA Clearance	40%
Catherine Hayes / Grants Development & Management	70%
Tim Rosenberger / Service Planning	35%
Eric Heinz / TDPs & Modeling	60%
Jennifer Straw, AICP / Planning & Public Engagement	40%
Subconsultant Staff / Role	Availability
Jessica McRory, PE, LEED AP (AREHNA) / Geotechnical Analysis & Evaluation	35%
Caitlin Carnley, PE, RSP ¹ (BCE) / Traffic Impact Analysis	45%
Christian T. Kent (TMC) / ADA Assessments	50%
Ned Connolly, PSM (EEG) / Survey and Subsurface Utility Engineering	30%
Fred Gsell (ETC) / On-Board Surveys	30%
David Montalvo (FLAA) / ROW Acquisition Planning, Permitting & Eminent Domain Process	25%
Rob Adams, PE, PMP (MTS) / Design & Analysis	35%
Catherine Coyle (UPI) / Planning & Zoning and Hernando BOCC Approval Documents	40%



A. ARCHITECTURAL & ENGINEERING SERVICES



Bold = Resume provided
All personnel are WSP staff unless noted otherwise in parenthesis.



SUBCONSULTANTS	
AREHNA - AREHNA Engineering (DBE)	MTS - Marathon Technical Services
BCE - Bay City Engineering (DBE, SBE)	TMC - Christian T. Kent, Transit
EEG - Element Engineering Group	Management Consulting (SBE)
ETC - ETC Institute	UPI - Urban Planning Innovations (DBE)
FLAA - Florida Acquisition & Appraisal (SBE)	

ARCHITECTURAL & ENGINEERING SERVICES

ARCHITECTURAL SERVICES

Mark Campbell, AIA, LEED AP
Ermias Ephrem, AIA, NCARB
Teddy Kofman

CAPITAL PROJECT DESIGN

■ *Alternative Delivery*
Angel Chavarria, PE
■ *Roadway & BRT Engineering Design*
Daniel Carnley, PE
Stephen Goodreau, PE
■ *Facilities Engineering*
Mike Martin

CONSTRUCTION INSPECTION MANAGEMENT

Angel Chavarria, PE
David Gillett, PE
Paul Smith, PE
Rick Cardentey

CIVIL/SITE IMPROVEMENT DESIGN

■ *Pavement*
Caitlin Carnley, PE, RSP¹ (BCE)
Bryan Anderson, PE
■ *Stormwater/Drainage*
Bryan Anderson, PE
Jason Dunn, PE, CFM, ENV-SP
■ *Transit Stations/Facilities*
Lindsay Shiffman, PE
Alen Basic, AIA

CONSTRUCTABILITY REVIEW

Angel Chavarria, PE
Matthew Cecil

COST ESTIMATING

Daniel Carnley, PE
Girish Mehta
Robert Harbuck, PE
Rick Abelard

COST & SCHEDULE CONTROLS

Jerry Dee, PMP, PE
Paul Smith, PE
Mohsin Mansoori

DATA MANAGEMENT

Behzad Karimi, PhD, PE

DESIGN & ANALYSIS

■ *Civil*
Jason Dunn, PE, CFM, ENV-SP
■ *Equipment*
Cary Els, LEED AP
Evan Register, EIT
■ *Fueling*
David Hetlage, PE
Keith Wallace, PE, ME
Rob Adams, PE, PMP (MTS)
■ *Industrial*
Mike Martin
Cary Els, LEED AP
■ *Mechanical/Electrical*
Brian Sheffer, PE, LEED AP, CxA
David LoDuca, PhD, PE, LEED AP
Jason Faarup
■ *Structural*
Eric Hollmann, PE
■ *Schematic*
Mark Campbell, AIA, LEED AP
Teddy Kofman

ENGINEERING REPORTS & STUDIES

Daniel Carnley, PE
Steve Gordillo, PE

EQUIPMENT ANALYSIS / DESIGN

Sandy Amores
Cary Els, LEED AP

FACILITIES & ASSET MANAGEMENT (TAM PLAN)

Alan Lubliner
Kat Lawrence
Jason Mayfield, RA, LEED AP BD+C
Lisbeth Concho, PhD, PMP

FIELD TESTING

Roger Gobin, PE
Rodney Sedillo, PE

FUELING STATION DESIGN/EVALUATION

Cary Els, LEED AP
Rob Adams, PE, PMP (MTS)

GEOTECHNICAL ANALYSIS & EVALUATION

Jessica McRory, PE, LEED AP (AREHNA)
Kirk Eastman, PE (AREHNA)

FACILITY/TRANSIT CENTER DESIGN

Mark Campbell, AIA, LEED AP
Manzi Yang, LEED GA
Teddy Kofman

LANDSCAPE ARCHITECTURE

Gregg Hudspeth, ASLA, LEED AP BD+C, CNU-A
Sam Jones, LA

MAINTENANCE FACILITY DESIGN

Mark Campbell, AIA, LEED AP
Mike Martin
Sandy Amores
Boen Yin, AIA, LEED GA
Zhenhong (Brad) Lei

MATERIALS AND TESTING SERVICES

Paul Gregory
Eric Grossman

MECHANICAL, FIRE PROTECTION, ELECTRIC & PLUMBING AND DRAINAGE SERVICES

David LoDuca, PhD, PE, LEED AP - *Electrical*
Jim Hemphill, PE - *Electrical*
Joe McConnell - *Fiber/Comms*
Steve Witthaus, PE - *Fiber/Comms*
Chris Covalt, PE - *Fire Protection/Plumbing*
David Hetlage, PE - *Fueling*
Keith Wallace, PE, ME - *Fueling*
Brian Sheffer, PE, LEED AP, CxA - *Mechanical*
Marek Solski, PE, LEED GA - *Mechanical*

PERMIT SUBMITTAL DEVELOPMENT & MANAGEMENT

Bryan Anderson, PE
Angela Ryan
Christine Mehle, PE

PLANNING & ZONING AND HERNANDO BOCC APPROVAL DOCUMENTS

Catherine Coyle (UPI)
Amber Dickerson, AICP (UPI)
Lynda Kompelien Westin, AICP

PROJECT CLOSEOUT

Paul Smith, PE
Mohsin Mansoori

PROJECT PROGRESS REPORTING

Eric Heinz
Jennifer Straw, AICP
Scarlett Sharpe, ENV-SP

QUALITY ASSURANCE AND QUALITY CONTROL

Nathan Boepple, PE, PMP, LEED AP BD+C
Steve Gordillo, PE
Todd Laine, PE

RESIDENT ENGINEERING

David Gillett, PE

ROW ACQUISITION PLANNING, PERMITTING & EMINENT DOMAIN PROCESS

Jack Curatelli, SR/WA (FLAA)
David Montalvo (FLAA)

SAFETY, SECURITY & LIGHTING

Jim Fox - *Safety/Security*
Lurae Stuart - *Safety/Security*
Michael Maltezos - *Lighting*
Steve Witthaus, PE - *Security Systems*

SHOP DRAWING REVIEW

Angel Chavarria, PE
Eric Liberman, PE

SITE AND DRAINAGE PLANNING

Bryan Anderson, PE
Jason Dunn, PE, CFM, ENV-SP
Jeanette Kelson, PE, CFM

SPECIFICATION DEVELOPMENT FOR BID/PROPOSAL PROCESS

Angel Chavarria, PE
Daniel Carnley, PE
Lisa Fruge, PE, PMP

SPECIALTY ENVIRONMENTAL ENGINEERING AND REMEDIATION ANALYSIS

■ *Contamination*
Greg O'Neal, PG
H. Chris Wilson, PG
■ *Geotechnical*
Jessica McRory, PE, LEED AP (AREHNA)
Kirk Eastman, PE (AREHNA)
■ *Subsurface Utility Engineering*
Craig Polifrone (EEG)
Ned Connolly, PSM (EEG)

STATION AND STATION AREA DESIGN

John Loughran, AIA, AICP
Teddy Kofman
Tong Wu, AICP

SURVEY AND SUBSURFACE UTILITY ENGINEERING

Craig Polifrone (EEG)
Ned Connolly, PSM (EEG)

SUSTAINABILITY ASSESSMENTS, IMPROVEMENTS, DESIGNS, AND PROJECTS

Catherine Prince, PMP, LEED AP, STP
Nabil Bawany, PE

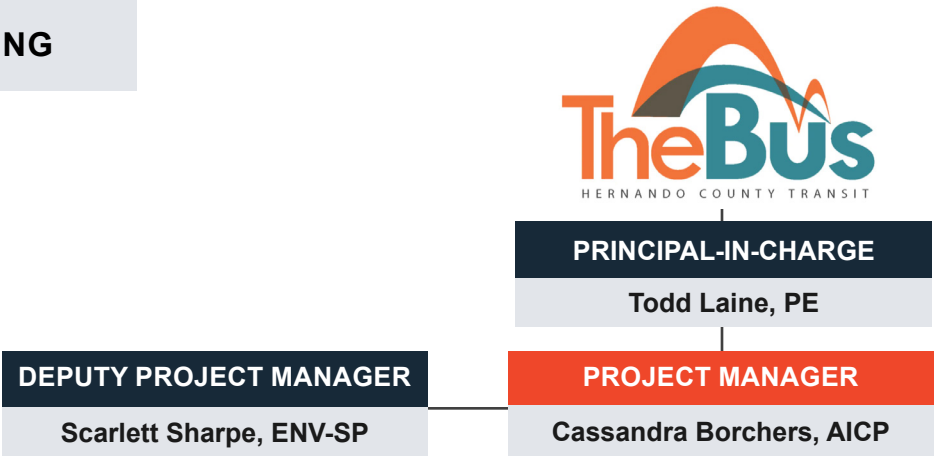
TECHNOLOGY AND COMMUNICATIONS

Joe McConnell
Nihit Jain
Steve Witthaus, PE



B. ENVIRONMENTAL COMPLIANCE & PLANNING

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SUBCONSULTANTS	
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BCE - Bay City Engineering (DBE, SBE)	TMC - Christian T. Kent, Transit Management Consulting (SBE)
EEG - Element Engineering Group	UPI - Urban Planning Innovations (DBE)
ETC - ETC Institute	
FLAA - Florida Acquisition & Appraisal (SBE)	

ENVIRONMENT COMPLIANCE & PLANNING

AMERICANS WITH DISABILITIES ACT (ADA) ASSESSMENTS

Christian Kent (TMC)
Jeff Zarr (TMC)
Murriah Dekle, AICP

CAPITAL PLAN DEVELOPMENT & COST ESTIMATING

Angel Chavarria, PE
Cassandra Borchers, AICP
Jason Dunn, PE, CFM, ENV-SP
Lynda Kompelien Westin, AICP
Mike Martin

CAPITAL PROJECT REVIEW, AGENCY COORDINATION & SUPPORT, GOVERNMENT RELATIONS

■ Capital Project Review
Cassandra Borchers, AICP
Kate Ko, PhD
Todd Laine, PE
■ Agency Coordination & Support
Cassandra Borchers, AICP
Scott Pringle, AICP
■ Government Relations
Cassandra Borchers, AICP
Omar Khan
Stuart Sunshine

ENVIRONMENTAL STUDIES, COMPLIANCE & PERMITTING

Bryan Anderson, PE
Jenifer Palmer, AICP
Angela Ryan
Lynda Kompelien Westin, AICP

FINANCIAL PLANNING, INNOVATIVE FINANCING MODELS

Kate Ko, PhD
Scott Trommer
Simon Mosbah, PhD

GEOGRAPHIC INFORMATION SYSTEM (GIS) ANALYSIS & MAPPING

Brian Reed
Nihit Jain

GRANT STRATEGY & DEVELOPMENT

Catherine Hayes
Cassandra Borchers, AICP
Simon Mosbah, PhD

GRAPHIC/VISUALIZATION DESIGN

Jamie Cottle
Jason Faarup - BIM
Joshua Jones
Leslie Lee
Paul Bonaventura

LOCAL GOVERNMENT PERMITTING PROCESSES (CITY OF BROOKSVILLE/HERNANDO COUNTY)

Amber Dickerson, AICP (UPI)
Bryan Anderson, PE
Catherine Coyle (UPI)

NATIONAL ENVIRONMENTAL POLICY ACT (NEPA)

■ Categorical Exclusions
Michelle Kendall, AICP
Scarlett Sharpe, ENV-SP
■ Class of Action Determinations
Jennifer Straw, AICP
Scott Pringle, AICP
■ Compliance
Jenifer Palmer, AICP
■ Environmental Assessments
Steve Gordillo, PE
Scarlett Sharpe, ENV-SP
■ Environmental Impact Statements
Jenifer Palmer, AICP
Scott Pringle, AICP

ON-BOARD SURVEYS

Chris Tathum (ETC)
Fred Gsell (ETC)

PARATRANSIT PLANNING

Christian Kent (TMC)
Jeff Zarr (TMC)
Murriah Dekle, AICP

PARTNER & PUBLIC ENGAGEMENT

Jennifer Straw, AICP
Jennifer Clifford, MPA
Scarlett Sharpe, ENV-SP

QUALITY ASSURANCE AND QUALITY CONTROL

Bob Clifford, AICP
Christina Matthews, AICP, ENV-SP
Steve Gordillo, PE

SERVICE PLANNING

Tim Rosenberger
Eric Heinz
Tiyani Zhang

SPECIALTY ENVIRONMENTAL ANALYSIS

■ Biological Assessments
Betsy Potter
Natalie Moreno
Shannon McMorow, PWS
■ Cultural Resources
Jocelyn Lion, MHP
Marc Wampler, RPA
■ Air Quality, Noise & Vibration
Arthur Marrone
Gabriella Yanez-Urbe
Gage Miller
■ Section 4 (f)
Jennifer Straw, AICP
Scarlett Sharpe, ENV-SP
■ Wetlands/Water Quality
Christine Mehle, PE
Nabil Bawany, PE

TRAFFIC IMPACT ANALYSIS

Caitlin Carnley, PE, RSP¹ (BCE)
Hongyan Gao, PhD, PE

3.0 PROPOSER'S METHODOLOGY, TECHNICAL ABILITY, AND APPROACH TO MEETING NEEDS & REQUIREMENTS IN THIS RFQ

Hernando County faces a growing demand for comprehensive, on-demand transit infrastructure and requires a partner who provides nimble, innovative, and compliance-driven support across all aspects of design, engineering, environmental compliance, program management, and project delivery. The approach must meet the County's exacting standards, address FTA and FDOT grant compliance, and align with policies for quality, safety, cost control, schedule, and stakeholder engagement—while being immediately responsive to evolving program needs.

The WSP team is uniquely qualified to respond to these needs, with an approach that is founded on an integrated structure that stresses detailed planning, value engineering, cost management, robust quality assurance, and proven schedule maintenance. This methodology leverages lessons learned on major programs for similar Florida jurisdictions and is framed to optimize resources, expedite delivery, foster teamwork, and maintain regulatory compliance—all while bringing forth innovations and proven best practices.

Management Approach to Meeting Hernando County's Needs

As **Project Manager, Cassandra Borchers** brings a disciplined, outcome focused approach to managing task work order based contracts that align directly with Hernando County's General Services Consultant framework. Her experience managing on call and general services contracts for Florida transit agencies **emphasizes early clarity on purpose, scope, and expected outcomes for each task order**—ensuring that

every assignment is tied to an actionable decision, implementable recommendation, or deliverable that advances the agency's long-term objectives. This approach reflects the County's need for flexible, responsive consultant support across planning, capital, operational, and grant funded efforts while maintaining consistent quality and accountability.

Central to Cassandra's project management style is **clear, proactive communication**. She has structured communication protocols, including regular coordination meetings, clearly documented action items, and transparent reporting of progress, risks, and dependencies. Under task order based contracts, she prioritizes early confirmation of roles, decision authority, and reviews expectations at the start of each assignment, helping Hernando County staff efficiently manage multiple concurrent tasks without unnecessary administrative burden. Her approach emphasizes responsiveness and accessibility, ensuring County staff have **a single, accountable point of contact** while benefiting from WSP's broader technical resources.

Cassandra also places strong emphasis on understanding the ultimate outcomes each task is intended to support—whether that outcome is grant readiness, capital project advancement, operational efficiency, or policy compliance. She is consistent and focused on implementation oriented planning and risk mitigation, particularly on transit projects that must navigate FDOT and FTA requirements. For Hernando County Transit, this means each task order is managed with an understanding of how interim analyses, technical memoranda, or design concepts will be used in future funding applications, capital programming, or operational decisions—

“Cassandra maintains a solution-oriented approach and ensures projects remain on track and aligned with agency priorities. I trust all work completed under Cassandra's leadership.”

**—NICOLE DUFVA, AICP | PSTA
DIRECTOR OF PLANNING & SCHEDULING**

reducing rework and improving continuity across assignments.

Cassandra's project management approach is supported by **WSP's established project management requirements and tools**, which are applied consistently across all task orders. These include standardized work planning, schedule and budget tracking, quality control procedures, and documentation protocols designed to meet public sector accountability expectations. We use internal project management systems to track deliverables, coordinate multidisciplinary teams, and ensure compliance with contractual and regulatory requirements. By integrating these tools into day to day task execution, Cassandra ensures that Hernando County benefits from both local leadership and firmwide consistency, regardless of task complexity or duration.

Finally, Cassandra's leadership style emphasizes **collaboration and continuity**, particularly on contracts where task orders may evolve over time. Her experience working alongside other senior WSP technical leads on complex transit initiatives demonstrates a team based approach that balances strategic oversight with hands on involvement

during critical phases. For Hernando County, this approach provides confidence that each task will be managed not as a standalone effort, but as part of an integrated program that supports the County's broader transit goals, funding strategies, and service delivery priorities.

WSP's service delivery is structured according to proven program management disciplines and embeds agile project controls:

- **Project Organization and Staffing:** For each County assignment, WSP identifies a Task Manager with direct authority and support from discipline leads (engineering, CEI, environmental, architectural, program controls) to ensure technical coverage, workload balancing, and rapid response.
- **Early Engagement and Task Order Planning:** Each engagement begins with a deep-dive project scoping meeting to clarify needs, success criteria, and regulatory considerations. This up-front investment creates a robust plan that aligns expectations, identifies third-party dependencies, confirms resource allocations, and maps out immediate deliverables with a detailed critical path.
- **Integrated Project Controls and Reporting:** WSP uses dynamic, digital project controls (such as Primavera P6 and Kahua) to plan, track, and report on schedules, budgets, deliverables, change orders, and critical risk items. This ensures transparency for County stakeholders and offers real-time visibility into progress and issues.
- **Resource Management and Availability:** WSP commits the right team—backed by local and national experts—matching required experience and capacity to the project workload. Our process ensures on-call, rapid deployment for urgent assignments and scalability for complex, multi-disciplinary programs.
- **Compliance Built-In:** Each task order incorporates grant compliance best practices for FTA and FDOT audits, permit tracking, and DBE reporting (using digital dashboards and checklists) as standard processes and deliverables.

Value Engineering/Cost Control

A comprehensive approach to value engineering for Hernando County must focus on maximizing long-term value while supporting the County's mobility, equity, and resiliency goals rather than viewing cost control as a one-time, upfront exercise. Consistent with the County's General Services Consultant framework, this approach begins by understanding how each task order—whether supporting service planning, facility improvements, fleet transition, or grant funded capital projects—advances system performance and community benefit. **For a county operated transit system serving both urban and rural areas, value engineering becomes a practical tool to right-size solutions, improve constructability, and ensure investments remain adaptable as service demands evolve.** At WSP, this philosophy has been applied on Florida transit programs similar in scale and complexity, where flexible design standards, phased implementation strategies, and context sensitive improvements have enhanced outcomes without increasing risk to the agency or the County.

Lifecycle cost analysis is central to this strategy and is particularly important for Hernando County, where operating and maintenance costs must be carefully balanced against limited local and

Cost Control through NEPA Innovation



Federal Transit Administration

Categorical Exclusions (CEs) are prepared to meet NEPA requirements for a Class of Action that does not involve significant environmental impacts. There are two levels of CEs, each based on the action's potential for impact. The Documented Categorical Exclusion (DCE) tends to be the Class Action of choice by FTA Region IV, when appropriate. WSP has completed and reviewed many CEs and DCEs over the past few decades and recently completed CEs for LYMMO (East-West Downtown Circulator) and Miami-Dade Transit (Miami Busway park-and-ride lot). **Both were approved by FTA in less than one month.**

Team members also recently supported PSTA in the successful submittal and FTA acceptance of the SunRunner BRT DCE. One example of the value we brought to PSTA when completing the **SunRunner DCE** was the negotiation of the Area of Potential Effect (APE) for historic resources. The SunRunner project has thousands of potential historic resources within proximity of the corridor; however, due to the nature of the project (restriping, not reconstructing or widening), the resources will not be affected by the project. Our team coordinated with FTA Region IV and the State Historic Preservation Office (SHPO) to establish a 250-foot linear APE for historic resources near proposed transit stops instead of the full corridor. This was accepted by FTA and SHPO and saved PSTA hundreds of staff hours, eliminating a real possibility of major project schedule delays. This has since become standard practice for Region IV.

grant funding. Transit assets—from passenger facilities and park and ride lots to maintenance buildings, vehicles, and supporting infrastructure—are long lived, and early decisions can significantly affect long-term budgets. **WSP evaluates alternatives based on total cost of ownership rather than first cost alone, helping agencies reduce energy consumption, extend asset life, and simplify maintenance.** For Hernando County Transit, this includes assessing facility systems, materials, and fleet technologies for durability, ease of maintenance, and compatibility with existing operations.

Collaboration is also essential to effective value engineering under the County's on-call consultant model. The most successful solutions emerge when planners, engineers, County staff, operators, and maintenance personnel are engaged early and throughout each assignment. **WSP regularly incorporates operator and maintenance input during planning, design, and technical evaluations to identify recurring pain points, reduce operational complexity, and improve day to day reliability.** For Hernando County Transit, this collaborative approach supports practical refinements—such as standardized facility elements, maintenance friendly materials, and operationally efficient layouts—that reduce downtime, improve safety, and enhance the customer experience without adding unnecessary cost.

SOUTH DADE TRANSIT OPERATIONS CENTER:

WSP supported the design of the South Dade Transit Operations Center by resolving significant site and program constraints through integrated design solutions. On a constrained 20-acre site, the team developed a stacked parking and operations concept that reduced site impacts, shortened utility and electrical runs, and improved circulation and safety. These design decisions supported efficient construction, long-term operational efficiency, and cost control for a large-scale, battery-electric bus operations facility.



Ultimately, value engineering that emphasizes innovation, lifecycle performance, and collaboration positions Hernando County Transit to deliver projects and programs that are resilient, cost effective, and responsive to community needs. It aligns directly with the intent of the General Services Consultant RFP by supporting informed decision making across a wide range of task orders, funding sources, and project types. **By shifting the focus from short-term cost reduction to long-term performance, WSP's approach helps Hernando County strengthen stewardship of public resources while advancing mobility, sustainability, and equitable access to transit services.**

Specific actions to ensure cost control include:

- **Proactive Value Engineering (VE) Workshops:** WSP convenes formal VE sessions at every major project milestone (concept, 30%, and 60% design) where subject matter experts—along with County staff and stakeholders—evaluate concepts for constructability, sustainability, operational needs, and cost-benefit balance. Documented alternatives are submitted, highlighting potential savings, functional improvements, and risk mitigations.
- **Preparing Estimates and Benchmarking:** Our estimators work alongside designers from project initiation through final design, using calibrated cost models and current local bid histories to prepare progressive estimates, identify cost drivers early, and track the impact of value engineering proposals over time
- **Decision Support and Change Management:** All VE savings or innovations are logged in a decision tracker and presented to County management for transparent review and formal approval. Change management workflows are tightly coupled with controls, using Kahua or equivalent for cost, scope, and time impacts.
- **Grant-Centric Budget Management:** WSP embeds grant compliance in cost management, tracking eligible/ineligible costs for FTA/FDOT reporting and audit-readiness, with strong controls to avoid unallowable expenditures.

Preparing Estimates/Cost Estimating

WSP brings a proven, detail-oriented approach to cost estimating, leveraging expertise developed for transit clients across the nation. Under Cassandra's leadership, the team will apply robust cost estimating methodologies that emphasize transparency, accuracy, and adaptability to the unique requirements of both urban and rural transit projects. Cassandra's direct experience managing cost estimates for large-scale capital initiatives—including HART's Operations and Maintenance Facility and PSTA's fleet modernization programs—ensures that each estimate is grounded in current market conditions, incorporates recent bid data, and reflects a comprehensive understanding of local construction environments.

Robert Harbuck will lead cost estimating efforts and has previously led teams delivering estimates for the Westshore Intermodal Center (Tampa, FL), the Chicago Union Station High-Level Mail Platform Interim Solution, the JFK Redevelopment Program (Queens, NY), and the Kingsport Transit Center (Kingsport, TN).

Key personnel, such as **Todd Laine, Angel Chavarria, and Mike Martin**, complement this expertise with their backgrounds in engineering design and value engineering, supporting the development of cost models that align with FDOT and FTA requirements. Their involvement ensures that estimates are not only defensible but also practical, taking into account lifecycle costs,

constructability considerations, and opportunities for cost savings identified during value engineering workshops. Quality expert **Christina Matthews** provides additional oversight, conducting independent reviews of cost estimates to validate assumptions, risk allocations, and escalation factors, thus reinforcing the accuracy and reliability of deliverables provided to Hernando County.

WSP's cost estimating process is highly collaborative, integrating input from discipline leads, County staff, and subconsultants to capture the full scope of project requirements. This includes the early identification of cost drivers and phasing strategies or alternative materials that reduce long-term expenses without compromising quality or performance. By employing dynamic estimating tools and regularly updating cost databases, WSP ensures that Hernando County receives timely, data-driven estimates that support informed decision-making, competitive grant applications, and effective budget management throughout the life of each project.

As a full-service planning, engineering, and construction management firm, WSP is at the forefront of detailed cost estimating for small to large-scale projects. We will provide tools, templates, and guidance to address the full spectrum of cost estimating, from concept to construction, and will follow the guidelines of AACEI Recommended Practice 111R-20 "Estimating for Long-Range Planning – As Applied for the Public Sector".



LYNX Pine Hills Transfer Center, Orlando, Florida

Transit Center and Maintenance Facility Design

The WSP Team is poised with local and national experts to provide design services of bus stations, intermodal centers, maintenance facilities, transit traffic control, dispatch centers, and administrative office facilities. Our designers work closely with leading architects and engineers to create facilities that meet agency and community needs and desires.

Our team is actively involved in local projects and policies shaping transit connectivity across Tampa Bay. For FDOT District Seven, WSP developed conceptual designs for intermodal centers in Westshore, Gateway, Tampa, Wesley Chapel, and the USF area—evaluating transit technologies and multimodal integration, identifying architectural elements, and producing illustrative renderings to support visioning and stakeholder engagement. Our work also reflects a strong understanding of bus infrastructure, including the physical and operational needs of transit systems and the experience of bus passengers.

Understanding the infrastructure demands of buses based on their requirements, the need for frequent stopping and starting, an effective maintenance program, and the Americans with Disabilities Act (ADA) requirements associated with bus stop facilities and operations is vital to the design of successful bus infrastructure. The WSP Team has significant experience with bus stop and transit passenger facility designs. Our staff has worked on the development of bus stop and transit passenger guidelines, including the comprehensive stop and station planning and design guidelines for the Metropolitan Atlanta Rapid Transit Authority (MARTA) system in Atlanta since its inception. We have also provided technical support to LYNX in the greater Orlando area with the development of several SuperStop transit center designs and implementation.

Over the past 45 years, WSP has been involved in the planning and design of over 800 maintenance and operations facilities, including the South Dade All Electric Bus Maintenance Facility in Miami-Dade County; LYNX Pine Hills Transit Center under construction in Orlando, FL; GoCary Operations and Maintenance Facility in Cary, NC; Regional Transportation Operations Center in Austin, TX; and Bloomington Transfer and Dispatch Center in Bloomington, IN. WSP is also assisting Palm Tran with a facilities assessment of the PalmTran North County Facility as an initial step in developing a facility master plan.

Key elements of our cost estimating approach include:

- ➔ **Trend Analysis:** Addresses the integration of tracking and reporting processes to better capture and communicate changes over a project's lifecycle.
- ➔ **Contingency:** Includes the development of a standardized approach to the application of contingency and will rely on the use of AACEI best practices to differentiate between Project Contingency, Allowances for Indeterminates (AFI), Construction Change Order Allowance, and Management Reserve (for out of scope).
- ➔ **Risk Management:** Techniques are scalable for different types of projects and utilize industry-standard risk management tools and techniques to provide a higher level of confidence.
- ➔ **Project Formulation:** A critical step in the project involves making condition assessments, completing conceptual levels of investigation, defining strategic objectives, understanding end users' requirements, and balancing budget constraints within forecasted cash flows.

Quality Control Procedures and Team Roles

Quality control for the Hernando County Transit General Services Consultant contract will be led by **Cassandra**, with oversight and independent technical review provided by **Todd Laine, Steve Gordillo, and Christina Matthews**. This structure reflects WSP's established approach to quality management on task work order-based transit contracts, where consistency, accountability, and senior level involvement are essential to delivering reliable, defensible work products across a wide range of assignments.

THE QUALITY MANAGEMENT PLAN

The Quality Management Plan, as part of the Project Management Plan, will identify the Quality Assurance approach to determine how the WSP Team will plan, monitor, and oversee the Program. The WSP Team is committed to delivering project documents whose quality meets or exceeds industry standards.

Under Cassandra's leadership, WSP will prepare a Project Management Plan (PMP) and a task specific QA/QC Plan for each authorized task order. These plans clearly define scope, schedule, review milestones, and quality responsibilities at the outset of each assignment, ensuring alignment with

Hernando County expectations and applicable FDOT and FTA requirements. Cassandra retains primary responsibility for implementing QC procedures and confirming that reviews occur at appropriate points in the workflow, while task leaders maintain day to day responsibility for technical accuracy within their areas of expertise, including coordination with subconsultants.

Independent quality reviews are a core element of WSP's process. **Todd Laine, Steve Gordillo, and Christina Matthews** will serve as senior technical reviewers, providing objective, third party checks of deliverables prior to submittal. These reviews are performed by professionals who are not involved in the day to day production of the work, allowing them to focus on technical adequacy, consistency with the approved scope, regulatory compliance, and clarity of communication. This separation between production and review reduces the risk of errors or omissions and supports Hernando County's need for high quality deliverables that can withstand external scrutiny from funding partners and regulatory agencies.



Key features of WSP's quality control process—applied consistently across all Hernando County task orders—include clear assignment of responsibilities, documentation of owner expectations, adherence to agreed upon schedules, and careful review of each deliverable before County submittal. Cassandra's management philosophy emphasizes personal accountability and proactive problem solving, ensuring that quality is built into each task rather than treated as a final checkpoint. This structured yet flexible QC framework allows Hernando County Transit to benefit from responsive on call support while maintaining confidence that every work product meets professional standards and supports informed decision making.

WSP's commitment to delivering projects to the highest standard is underpinned by our ISO 9001:2015-certified Quality Management System. We take a holistic, risk-based, and iterative approach to quality management:

- ➔ **Comprehensive Quality Plans:** Each project is governed by a project-specific Quality Management Plan, aligned to County requirements and referencing FDOT/FTA standards. The plan defines QA roles, responsibilities, review gates, and documentation controls.
- ➔ **Layered QA/QC Reviews:** All deliverables undergo multi-stage review—initial discipline checks, independent internal QA, and peer reviews. Constructability and operability reviews address field, safety, and operations perspectives. Issues are logged and tracked to closure, with final sign-off only upon achieving County-defined acceptance criteria.
- ➔ **Continuous Audit and Nonconformance Management:** WSP conducts periodic audits at planned milestones and after each major deliverable. Non-conformances are documented, root-causes analyzed, and corrective actions tracked to prevent recurrence.
- ➔ **HSE and HSEQ Integration:** Health, Safety, Environmental and Quality assurance are embedded at all stages, using company-wide protocols for fieldwork (e.g., activity hazard analysis, incident reporting) and office deliverables (e.g., document version control, secure project records).
- ➔ **Documentation and Knowledge Transfer:** All lessons learned, review comments, and audit findings are documented and shared at project and program close-out reviews, ensuring knowledge is retained and applied across County assignments.

Schedule Maintenance

WSP's approach to schedule maintenance leverages advanced project control tools and proven methodologies honed on on-call transit assignments throughout Florida. The team utilizes platforms such as MS Project and Primavera P6 for master scheduling, integrated with digital dashboards that provide real-time visibility into project status, resource allocations, and risk indicators. These tools have been deployed successfully on continuing services contracts for agencies like HART, PSTA, and FDOT District Seven, enabling collaborative schedule updates, transparent tracking of progress against critical milestones, and rapid identification of potential issues before they escalate. Automated alerts and scenario modeling further empower project managers to proactively address schedule risks and maintain alignment with County requirements and funding partner expectations.

Cassandra's expertise in schedule management is a key asset to WSP's delivery model. She is recognized for her ability to first understand client needs and the sequencing of events, and then define outcomes. She provides clear technical direction to diverse project teams, ensuring that all participants understand priorities and roles. Cassandra's hands-on leadership streamlines work handoffs and document submittals, reducing bottlenecks and facilitating early resolution of potential conflicts. Her disciplined approach to schedule

reviews and milestone tracking not only keeps assignments on target but also supports strategic advancement of County projects—helping Hernando County Transit achieve timely, high-quality outcomes that are responsive to both immediate operational needs and long-term program goals.

Schedule maintenance is intertwined with budget and cost control. WSP utilizes robust project controls and scheduling best practices that ensure on-time, predictable project delivery:

- ➔ **Master Schedule Development:** WSP develops integrated CPM schedules using Primavera P6 (or as required) to sequence all project milestones, deliverables, and dependencies. Schedules are baseline-approved by County stakeholders and updated regularly through formal progress reviews.
- ➔ **Performance Tracking and Reporting:** We employ earned value analysis and schedule performance metrics (SPI/CPI) to track baseline progress, flag forecast variances, and immediately elevate any potential delays to County management. Mitigation plans are implemented promptly for all at-risk pathways.
- ➔ **Integrated Change Management:** All schedule-impacting changes flow through formal impact analyses before implementation. When scope or unforeseen issues arise, WSP immediately engages the County for collaborative resolution and realignment of milestone schedules.
- ➔ **Agile Response and Resource Management:** WSP approaches every County task order with sufficient float, redundancy, and resource flexibility—including backup personnel for all key roles to guard against schedule disruption from staff availability or external dependencies.

“WSP's internal review processes are evident in the consistency and quality of their work, and they have reliably met deadlines—even when assignments required rapid turnaround or coordination across multiple stakeholders.”

—MING GAO, PE | FDOT (RETIRED)
MODAL DEVELOPMENT ADMINISTRATOR

4.0 EXPERIENCE SIMILAR TO THE NEEDS & REQUIREMENTS IN THIS RFQ

Similar Experience

Hernando County is seeking partners with demonstrated success on on-call and task order contracts that blend transit planning, roadway design, facility upgrades, and grant funded capital projects. WSP and our subconsultants have delivered this type of work for transit agencies and state and local partners across Florida and comparable regions.

Over the past five years, our team has supported general services consultant and continuing services contracts for clients such as HART, PSTA, FDOT District Seven, Palm Tran, and Miami-Dade County. These assignments have included:

- Multimodal corridor and station planning
- Design of transit centers and maintenance facilities
- Roadway and drainage improvements that integrate transit operations
- NEPA and state environmental documentation
- FTA and FDOT grant compliance and reporting

Across these contracts, the same core staff proposed for Hernando County have managed task orders, coordinated with local governments and utility providers, and provided on site support during construction. The highlighted projects on the following pages show how our team has successfully delivered work of similar scope and complexity under on-call and general services contracts, with an emphasis on schedule certainty, transparent communication, and audit-ready documentation.

Letters of Reference

To support the County's evaluation, we have included four letters of reference from clients on projects of similar scope and complexity:

- Jacqueline Halldow (HART)
- Nicole Dufva, AICP (PSTA)
- Ming Gao, PE (FDOT, Retired)
- Chelsea Favero, AICP (Forward Pinellas)

Each letter describes our performance on task order based contracts that align closely with Hernando County's General Services Consultant – Transit program.



Bloomington Transfer and Dispatch Center, Bloomington, IN



SFRTA Operations Center, Pompano Beach, FL



HART GENERAL PLANNING FOR A&E SERVICES AND CONSULTANT SERVICES CONTRACTS

HILLSBOROUGH COUNTY, FL

Project Description

Under these and other contracts, WSP has served HART through many planning, project development, engineering and operations projects.

Projects completed or underway include:

Firm/Responsibility: WSP

Client/Owner: Hillsborough Area
Regional Transit Authority (HART)

Telephone number:
(813) 384-6630

Address:
1201 E 7th Avenue
Tampa, FL 33605

Contact Person:
Jacqueline Halldow, Chief
Administrative Officer
HalldowJ@gohart.org

Original Budget: \$5M, 5-year
contract

Final Budget: Ongoing

Key Project Staff: Cassandra
Borchers, Eric Heinz, Tim
Rosenberger, Jennifer Straw, Mike
Martin, Mark Campbell, Scott
Pringle, Luray Stuart, Catherine
Hayes, Jason Dunn, Christian Kent,
Jeff Zarr

→ **Florida Ave BRT Design (as sub to Benesch):** As a sub to Benesch, WSP led the design elements of a proposed BRT project connecting the University of South Florida (USF) to downtown Tampa through high density neighborhoods on state roadways. The project followed the agency's most productive route and set the stage for new developments to accommodate transit station/stops. The original plan called for a lane-repurposing to allow for a semi-exclusive transit lane including significant coordination with FDOT District Seven. For the section of the project on Fowler Ave, WSP was able to work with FDOT to establish station areas and opportunities for the state to build station platforms as part of a resurfacing project.

→ **Comprehensive Operations Analysis:** WSP is recently assisted HART through their COA. The COA includes a review of the HART system for streamlining and efficiencies based on travel patterns, transfer affinities, and ridership. Through travel demand modeling and other analysis, WSP recommended two alternatives to show the effect of core vs coverage decision making on the ridership and efficiency of the system. WSP facilitated a HART Board discussion about transit options, alternatives, efficiency and new funding. The project also includes engagement of staff, operators, and the public.

→ **Transit Development Plan Major Update (2027-2036):** WSP is leading the development of the HART TDP Major Update 2027 - 2036, the effort includes documenting study area conditions, analyzing socio-demographic characteristics, evaluating existing transit services, land use and transit corridor assessment, relevant plans consistency

review, conducting visioning workshops and preparing the 10-year capital and operating plan.

→ **Strategic Policy Services:** WSP provides strategic counsel to the HART C-Suite regarding technical project advancement and phasing, capital project management, grant strategy and production, policy analysis and development, board presentations and messaging, as well as approaches to FDOT and FTA coordination. Under this task, WSP has developed grant applications as well draft grant agreements for HART staff.

→ **Heavy Maintenance Facility Design – Phase 1:** WSP recently won the design phase for the Fleet Services building as a starting point for the reconstruction of the HART primary operations center. Services will include the design and permitting of stormwater management for the property, fleet services lane including fueling and bus wash, and a new fleet services structure that will include an emergency operations center (EOC) and a new operations control center (OCC). This phase also includes full design, permitting and construction services for a temporary site to house paratransit services during the construction on the main operations center site.

→ **Paratransit Services Assessment:** As a sub to WSP, Christian Kent and Jeff Zarr with Transit Management Consulting performed a robust audit of HART paratransit services delivery, including eligibility and service area extent beyond required ¾ mile around fixed route services. The audit included recommendations to reduce overall costs while maintaining compliance with ADA.



PSTA GENERAL SERVICES CONSULTANT (GSC) PINELLAS COUNTY, FL

Firm/Responsibility: WSP

Client/Owner: Pinellas Suncoast Transit Authority (PSTA)

Telephone number:
727-214-2237

Address:
3201 Scherer Drive
St. Petersburg, FL 33716

Contact Person:
Nicole Dufva, AICP
ndufva@psta.net

Original Budget: \$1.5M

Final Budget: Ongoing, currently on budget

Key Project Staff: Cassandra Borchers, Eric Heinz, Scott Pringle, Jennifer Straw, Danny Carnley, Tim Rosenberger, Tiyani Zhang, Christian Kent

Project Description

Under the GSC Agreement, WSP provides PSTA with engineering and architectural design, planning and environmental assistance, and operational efficiency/technology assistance. Under the current and multiple past GSC contracts WSP has managed:

- **Community Bus Plan:** WSP assisted PSTA to create the 2018 Community Bus Plan Update, with a goal to optimize its transit system, putting in place a network of high-performing routes and connecting services. The task included a performance analysis of the existing system, market analysis, development and evaluation of potential service changes, public involvement and stakeholder coordination, and development of an implementation plan for service changes.
- **SunRunner BRT:** The project included a corridor analysis, community involvement, alternatives development and evaluation, and preliminary design and service plan to satisfy NEPA through a Documented Categorical Exclusion (DCE). This includes an Evaluation and Justification package to the FTA Capital Investment Grant (CIG) Small Starts Program. The successful CIG grant award was announced in May 2020.

- **SunRunner Pier Station NEPA:** As a follow-up to the SunRunner opening, remaining funds in the construction budget were allocated to adding a BRT station near the St. Pete Pier. WSP completed the NEPA documentation for this station, which received environmental clearance and approval from FTA in September 2023.
- **2023 Tampa Bay Regional STOPS Model Development:** In partnership with PSTA and FDOT, WSP developed a regional STOPS model for the Tampa Bay region, which includes Hillsborough, Pasco and Pinellas Counties. The STOPS model developed is intended for use in evaluating potential premium transit corridors throughout the region.
- **Transit Development Plan (TDP) Major Update:** WSP led the development of the PSTA TDP Major Update 2026 - 2035, the effort includes documenting study area conditions, analyzing socio-demographic characteristics, evaluating existing transit services, land use and transit corridor assessment, relevant plans consistency review and preparing the 10- year capital and operating plan.
- **General Permitting and Design Support Services:** WSP is responsible for acting as the permitting agent as well as providing on-going design support services for the installation of En Route charging stations, bus stop repairs, enhancements and ADA upgrades



FDOT DISTRICTWIDE MODAL DEVELOPMENT CONSULTANT

FLORIDA DEPARTMENT OF TRANSPORTATION,
DISTRICT SEVEN, FL

Firm/Responsibility: WSP

Client/Owner: Florida Department of Transportation, District Seven

Telephone number:
813-975-6643

Address:
11201 N McKinley Drive
MS 7-500
Tampa, FL 33612

Contact Person:
Mike Brown
michael.brown@dot.state.fl.us

Original Budget: \$5M

Final Budget: Ongoing, currently on budget

Key Project Staff: Cassandra Borchers, Scott Pringle, Chris Wilson, Jason Dunn, Mike Martin, Mark Campbell, Evan Register, Danny Carnley, Eric Heinz, Christina Matthews, Jennifer Clifford, Catherine Hayes

Project Description

WSP is responsible for conducting studies to assess the quality of public transportation services (including local and regional services for transit agencies, ports and airports) and freight movement and developing plans to improve those services. WSP also assists with engineering plan review for roadway improvements to ensure that public transportation and freight movement concerns are addressed. WSP provides technical, administrative assistance and guidance to public transportation agencies. WSP staff are available on-site at the District office in order to offer the best service for the client.

- Westshore Intermodal Center site selection and conceptual development
- Feasibility study for grade-separating a heavily used railroad crossing on US 41 near the Port Tampa Bay.

- Feasibility study for a new railroad corridor in southern Hillsborough County.
- Safety assessment of the TPA Automated People Mover (APM).
- The development of the HART RAISE grant submittal for a new maintenance facility (\$23M).
- Creation of a successful winning Bus and Bus Facilities grant for HART (\$32M).
- Evaluation and design of a freight truck parking facility, including retail development and an evaluation of the District's Commuter Assistance Program.
- Technical assistance to local transit agencies including Hernando County.
- Site design and environmental evaluation for HART's Heavy Maintenance Facility redesign at 21st Ave.



PALM TRAN GENERAL PLANNING CONSULTANT (GPC) DELRAY BEACH, FL

Firm/Responsibility: WSP

Client/Owner: Palm Tran

Telephone number:
561-276-1259

Address:
100 N Congress Ave,
Delray Beach, FL 33445

Contact Person:
Ian Brewster, Director of
Strategic Planning
ibrewster@pbc.gov

Original Budget: \$350,000

Final Budget: Ongoing,
currently on budget

Key Project Staff: Sandy
Amores, Lynda Kompelien-
Westin, Kate Ko

Project Description

WSP provides general planning consultant services to Palm Tran for transportation planning, fixed route operations and maintenance, and administrative services on an as-needed basis. Work includes a wide range of transportation planning, fixed route operations and maintenance, information technology, marketing, geographic information systems, and security and safety. Some of the key projects are discussed in detail below.

→ **Bus Stop of the Future:** Developed standardized bus shelter designs and amenity packages tailored to stop-level ridership.

→ **Bus Stop Improvement Scope Development:** Prepared RFPs and specifications enabling Palm Tran to

procure design, construction, installation, and advertising upgrades for bus stops.

- **US 1 Ridership Forecasting:** Produced updated technical documentation, including service plan revisions, ridership forecasts, O&M cost estimates, capital planning, and a summary report.
- **FTA Zero Emission Transition Plan:** Supported development of Palm Tran's Zero Emission Transition Plan, addressing FTA guidance and required infrastructure for zero-emission bus operations.
- **Fleet Electrification Modeling:** Delivered Electrification Modeling and Total Cost of Operations analyses to guide Palm Tran's transition to a zero-emission fleet.



SOUTH DADE TRANSIT OPERATIONS CENTER MIAMI-DADE COUNTY, FL

Project Description

WSP is providing Miami-Dade Department of Transportation and Public Works (DTPW) consulting services for the design and construction of the South Dade Transit Operations Center (SDTOC). The SDTOC is a brand new state of the art facility that will operate, maintain, operate, store and charge a brand new fleet of 100 (60-ft) articulated battery electric buses (BEB) that will provide bus service in southern Miami-Dade county in addition to the South Corridor BRT. In addition to servicing the BEB fleet, the facility will also include a building to maintain and store spare parts for the traffic gates, cabinets and signals located along the South Corridor BRT.

This project is part of Miami-Dade County's climate action strategy to reduce emissions and promote resiliency and sustainability throughout the community. The new facility also has the capability to charge, service, and maintain the 40-ft Proterra ZX5 BEB which most are already in service. Construction began in June 2024 with substantial completion expected in Spring 2026 and final completion in Summer 2026.

Firm/Responsibility: WSP

Client/Owner: Miami Dade
Department of Transportation and
Public Works (DTPW)

Telephone number:
786-469-5244

Address:
12805 Biscayne Drive
Homestead, FL 33033

Contact Person:
Javier Bustamante
Javier.bustamante@miamidade.gov

Original Budget: \$220M

Final Budget: Ongoing, currently
on budget

Key Project Staff: Mike Martin,
Mark Campbell, Cary Els, Evan
Register, Steve Witthaus, David
LoDuca, Angel Chavarria, Chris
Covalt, David Hetlage

Felicia Holmes, Procurement Director
County of Hernando
15470 Flight Path Drive
Brooksville, FL 34604

RE: Reference Letter for WSP – On-Call Transit Support Services

To Whom It May Concern,

I am pleased to provide this letter of reference in support of WSP's proposal for the Hernando County Transit on-call contract. I recently retired from the Florida Department of Transportation (FDOT) after 34 years of service. During my last 10 years with the department serving as the District Modal Development Administrator, I had the pleasure to work closely with the WSP team under a General Services Contract structured similarly to the task work order-based approach you are procuring. The scope and complexity of our assignments have ranged widely, and WSP has consistently delivered high-quality technical products, reliable project management, and exceptional client service.

WSP's technical capabilities have been demonstrated across multiple disciplines essential to a successful transit program. Their team has supported us in areas including transit operations analysis, system planning, coordination with partner agencies, capital project planning, environmental clearance, civil engineering, financial planning and grant development. Across each of these areas, WSP has shown a deep understanding of industry standards, regulatory requirements, and practical implementation strategies.

Quality control, adherence to budget, and meeting deadlines have been attributes of WSP's performance. Their internal review processes are evident in the consistency and quality of their work, and they have reliably met deadlines—even when assignments required rapid turnaround or coordination across multiple stakeholders. They manage task budgets responsibly and communicate proactively whenever necessary changes are needed.

My experience working with WSP—and specifically with Cassandra Borchers as Project Manager—has been uniformly positive. Cassandra brings a high level of organization, clear communication, and responsiveness to every assignment. She offers thoughtful and creative solutions and maintains a strong solution-oriented mindset throughout each phase of work. The WSP team's collaborative approach, professionalism, and commitment to client success make them trusted partners.

Based on my experience, I can confidently recommend WSP for Hernando County's on-call transit support contract. Their technical expertise and outstanding client service make them exceptionally well-qualified to support the County's transit initiatives.

If you require any additional information, please feel free to contact me.

Sincerely,



Ming Gao, P.E.
813-299-6321
Minggao66@gmail.com

FORWARD PINELLAS

P: (727) 464.8250

F: (727) 464.8212

forwardpinellas.org

310 Court Street
Clearwater, FL 33756

March 18, 2026

Felicia Holmes, Procurement Director
County of Hernando
15470 Flight Path Dr
Brooksville, FL 34604

Ms. Holmes,

I am writing on behalf of Forward Pinellas in support of WSP, Inc. as they pursue 26-RFQ01217, General Services Consultant-Transit.

Our team has worked closely with WSP, Inc. on several projects, including a Regional Transit Feasibility Plan, Advantage US 19, Advantage Pinellas: the 2050 Long Range Transportation Plan, Safe Streets and Roads for All safety action plans and the development of a regional Benefit-Cost Calculation Methodology. WSP has consistently, and dependably, ensured that all planning and implementation activities anticipate, and are consistent with, Federal Transit Administration and US Department of Transportation programs and requirements. In many of our projects, Cassandra Borchers has led the WSP team, and we have come to rely on her management skills to keep our projects on time, on budget and of the highest quality that we expect from our consultants. The entire WSP, Inc team has proven themselves to be highly skilled at engaging partners across the spectrum to ensure the plans and projects we undertake are highly supported, reflective of the competing needs and priorities of various stakeholders and consistent with state and federal laws.

As a General Planning Consultant that we have deep experience with, WSP, Inc has impressed us with the creative problem-solving approaches their team suggests, the responsiveness of the project managers to concerns or challenges and their ability to anticipate and navigate complex regulator and procedural environments with professionalism.

Based on their demonstrated expertise, I am confident that WSP, Inc. would be a strong partner for your agency. Please feel free to contact me at 727-464-5644 or at cfavero@forwardpinellas.org if you would like additional information about our experience working with the WSP, Inc. team.

Thank you for your consideration.

Sincerely,

Chelsea Favero, AICP
Forward Pinellas MPO Division Manager
727-464-5644

INTEGRATING LAND USE & TRANSPORTATION

**Hillsborough Transit Authority**

1201 E. 7th Avenue • Tampa, Florida 33605

(813) 384-6600 • fax (813) 384-6284 • www.goHART.org

March 17, 2026

Felicia Holmes, Procurement Director
County of Hernando
15470 Flight Path Drive
Brooksville, FL 34604
fholmes@co.hernando.fl.us

Re: Letter of Reference for WSP USA Inc.

Dear Ms. Holmes:

I am pleased to provide this letter of reference on behalf of WSP USA Inc., based on our experience with the firm supporting the Hillsborough Transit Authority (HART) under general planning, A&E services, and consultant services assignments of similar scope and complexity to the services contemplated by Hernando County for transit-related on-call support. HART's work with WSP has been task-based in nature and has included a range of planning, technical, capital, and strategic assignments.

Over the course of our work together, WSP has provided HART with support across multiple areas relevant to this procurement. Their assignments for HART have included transit planning and operations analysis, corridor and capital project development, coordination with agency partners, grant strategy and development, policy analysis, board-level technical support, and design-related work tied to transit facilities and infrastructure. Specific examples include support for the Florida Avenue BRT design effort, HART's Comprehensive Operations Analysis, the Transit Development Plan Major Update, strategic policy and grant services, Heavy Maintenance Facility design work, and a paratransit services assessment.

In our experience, WSP demonstrates strong technical capability in transit operations and system planning. Their team has been able to analyze route performance, travel patterns, ridership, transfer activity, and system tradeoffs in a way that supports sound decision-making. They have also shown the ability to translate technical analysis into practical options for executive leadership and governing boards. On HART's Comprehensive Operations Analysis and Transit Development Plan work, WSP helped frame alternatives, evaluate impacts, and support engagement with staff, operators, the public, and the Board.

WSP has also been effective in coordination with partner agencies and external stakeholders. On the Florida Avenue BRT effort, the team worked through important coordination issues with FDOT District Seven and helped advance workable design concepts in a complex state roadway environment. Their team understands how to operate in multi-agency settings and how to keep projects moving while balancing technical, operational, and stakeholder considerations.

From a capital planning and project development standpoint, WSP has provided valuable support to HART in advancing priority initiatives. This includes strategic counsel related to project phasing, capital project management, grant positioning, and technical messaging, as well as design work associated with HART's Heavy Maintenance Facility program. Their Heavy Maintenance Facility Phase 1 work has

included site and stormwater considerations, fleet services functions, operational elements, and temporary facilities planning to support continuity of service during construction.

WSP has also supported HART in financial and grant-related planning. Under strategic policy services assignments, the team has assisted with grant applications, draft grant agreements, and broader funding strategy discussions. They understand the importance of aligning technical recommendations with funding realities, implementation sequencing, and agency priorities.

Just as important as technical competence is how a consultant works with the client, and WSP has been a strong partner in that regard. We have found the team to be organized, responsive, communicative, and solution-oriented. Cassandra Borchers, in particular, has been a thoughtful and dependable project manager and strategic advisor. She is proactive in communication, anticipates issues, helps frame decisions clearly, and keeps the work moving in a professional and collaborative manner. WSP's team has consistently brought creativity, sound judgment, and a practical problem-solving approach to the work.

With respect to quality, schedule, and budget discipline, our experience has been positive. The HART project description prepared for this submittal reflects that the contract has been performed on time, with no time extensions noted, under an original budget of \$5 million over a five-year term, and with the work ongoing. More broadly, WSP has demonstrated an ability to manage assignments in a disciplined way while maintaining quality and adapting to evolving agency needs.

Based on our experience, I would recommend WSP with confidence for on-call transit consulting services involving planning, capital, and facility support, interagency coordination, technical analysis, and related implementation support. WSP has been a capable and trusted partner to HART, and we appreciate the value the team has brought to our agency.

Please feel free to contact me if additional information would be helpful.

Sincerely,



Jacqueline Halldow
Chief Administrative Officer



March 18, 2026

Felicia Holmes, Procurement Director
County of Hernando
15470 Flight Path Drive
Brooksville, FL 34604

RE: Reference Letter – WSP, Inc. On-Call Transit Support Services

Ms. Holmes,

On behalf of the Pinellas Suncoast Transit Authority (PSTA), I am writing in support of WSP, Inc. for the County's on-call transit support services contract.

PSTA has worked with WSP under a General Services Consultant (GSC) contract structured as a task order-based agreement like the contract being procured. WSP has supported a range of assignments including transit operations analysis, system planning, capital project development, environmental review, and design support.

Previous tasks include the 2018 Community Bus Plan Update, SunRunner Bus Rapid Transit (BRT) corridor planning and FTA Small Starts support, NEPA documentation for the SunRunner Pier Station, development of a regional STOPS model, and the Transit Development Plan (TDP) Major Update. WSP has also provided ongoing permitting and design support for capital improvements such as bus stop enhancements and ADA upgrades.

WSP demonstrates strong technical capability across transit operations, system planning, and capital planning. Their work is data-driven, implementable, and aligned with federal and state requirements. They consistently deliver high-quality products on time and within budget, with work under our current contract ongoing, on budget, and on schedule.

Cassandra Borchers specifically served as Project Manager on several assignments and consistently demonstrated strong organization, clear communication, responsiveness, and effective problem-solving. She maintains a solution-oriented approach and ensures projects remain on track and aligned with agency priorities. I trust all the work completed under Cassandra's leadership.

Based on our experience, WSP is well-qualified to support Hernando County's transit program. Please feel free to contact me if additional information is needed.

Sincerely,

A handwritten signature in black ink that reads "Nicole Dufva". The signature is written in a cursive, flowing style.

Nicole Dufva
Director of Planning and Scheduling
Pinellas Suncoast Transit Authority
727-214-2237
NDufva@psta.net

Pinellas Suncoast Transit Authority
3201 Scherer Drive • St. Petersburg, FL 33716 • Telephone 727.540.1800

psta.net

Subconsultant	Role	Point of Contact	Client Reference	Proposed % of Work
AREHNA Engineering, Inc. 5012 W Lemon St, Tampa, FL 33609 (813) 944-3464	Geotechnical Borings and Analysis	Jessica McRory, PE, LEED AP President (813) 758-4465 jmcrory@arehna.com	Geotechnical & Construction Materials Testing Services Nick Makris, PMP, Project Supervisor City of Tarpon Springs (727) 942-5610, ext. 2271; nmakris@ctsfl.us	2%
Bay City Engineering, LLC 9822 Gretna Green Dr, Tampa, FL 33626 (813) 415-8870	Traffic Engineering and Pavement Design	Caitlin Carnley, PE, RSP President, Project Manager (813) 415-8870 caitlin@baycityeng.com	E7R43 Design-Build Push Button VI Randy Aebersold, PA II, CPM Pinellas Operations (727) 219-4361; randall.aebersold@dot.state.fl.us	2%
Christian T. Kent, Transit Management Consulting, LLC One Columbus Center, Suite 600, Virginia Beach, VA 23462 (757) 452-4900	Paratransit Service Analysis	Christian T. Kent President & CEO (703) 282-0096 ckent@ctktmc.com	Paratransit Service Streamlining Analysis Sean McCarthy, Chief Operations Officer Hillsborough Transit Authority (HART) (813) 695-5380; McCarthyS@gohart.org	5%
Element Engineering Group, LLC 1713 E 9th Ave, Tampa, FL 33605 (813) 386-2101	Survey and Subsurface Utility Engineering	Derek Gil, PE President (813) 309-0602 dgil@elementeg.com	FPID: 449208-1 Alt US 19/SR 595/Bay Pines Blvd from Hoover Blvd/95th St to South of 53rd Ave John Kilgore, PE, Florida Transportation Division Director Burgess & Niple, Inc. (813) 927-0061; john.kilgore@burgessniple.com	5%
ETC Institute 725 W Frontier Ln #7203, Olathe, KS 66061 (913) 829-1215	Public and On-Board Surveys	Fred Gsell, Vice President, Director of Public Transit Research (512) 653-5551 fred.gsell@etcinstitute.com	City of Tucson Transit On-board Survey Davita Mueller, Transit Planning Manager City of Tucson (520) 206-8825; davita.mueller@tucsonaz.gov	5%
Florida Acquisition and Appraisal, Inc. 410 S. Ware Blvd, Suite 700, Tampa, FL 33619 (813) 241-6354	Right-of-Way Appraisal and Acquisition	David C. Montalvo Right-of-Way Agent (813) 241-6354 x3 dmontalvo@flaa.com	District Wide On-Call Contract (Acquisition and Relocation) Tania Shagoury, District 6 Deputy ROW Manager of Production FDOT (305) 470-5193; tania.shagoury@dot.state.fl.us	2%
Marathon Technical Services Six Venus Crescent, Heidelberg, Ontario, NOB 2M1 (519) 699-9250	CNG Fueling Systems	Rob Adams, P.Eng, PMP Principal (519) 498-9250 radams@marathontech.ca	Groves Road CNG Station Kelly Reagan, Fleet Administrator City of Columbus (614) 554-2190; KWReagan@columbus.gov	2%
Urban Planning Innovations, LLC 5312 N Suwanee Ave, Tampa, FL 33603 (813) 767-2244	Land Use Planning and Permitting	Catherine Coyle, Principal, Co-founder (813) 767-2244 catherine.coyle@urbanplanninginnovations.com	Riverside Heights Project Adam Harden, Principal/Managing Member Riverside Heights, LLC / SoHo Capital, LLC (813) 781-2558; adam@soho-capital.com	2%

The WSP team looks forward to continuing its partnership with Hernando County Transit by providing responsive, high-quality support that strengthens transit service, infrastructure, and long-term program success.



WSP USA Inc.
5411 Sky Center Drive
Suite 650
Tampa, FL 33607

T 813.520.4444