

136
City of Las Cruces[®]
 PEOPLE HELPING PEOPLE

Council Action and Executive Summary

Item # 9 Ordinance/Resolution# 11-115 Council District: NA

For Meeting of November 15, 2010
 (Adoption Date)

TITLE: A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF LAS CRUCES AND HDR, INC. FOR THE DEVELOPMENT OF A LONG RANGE TRANSIT PLAN.

PURPOSE(S) OF ACTION: This Resolution awards a contract to HDR, Inc. to conduct work on developing a Long Range Transit Plan for RoadRunner Transit.

Drafter and Staff Contact: Tom Murphy <i>TM</i>		Department: Community Development		Phone: 528-3225	
Department	Signature	Phone	Department	Signature	Phone
Department Director	<i>DW</i>	528-3067	Budget	<i>Richard M. ...</i>	541-2107
Other			Assistant City Manager	<i>Debra ...</i>	541-2271
Legal	<i>Debra ...</i>	541-2128	City Manager	<i>John ...</i>	541-2076

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS: The Las Cruces metropolitan area is among the fastest growing in the state of New Mexico. Many growth-related opportunities and challenges exist that require coordination among a variety of agencies and jurisdictions. One such effort is the Vision 2040 Regional Comprehensive Planning Project (a coordinated endeavor between the City of Las Cruces and Dona Ana County called Vision 2040) presently underway. This comprehensive document is intended to provide a vision for future land use planning in our area. Another example of coordinated planning that has and continues to take place is Transport 2040, the regional transportation plan by the Las Cruces Metropolitan Planning Organization that lays out general goals and strategies for improving the regional transportation system. Other important efforts worthy of mention include the City's Strategic Plan that will help define medium term policies and goals; and the Affordable Housing Strategy report as it relates to transit planning and increased residential densities along transit routes.

The overarching goal of the Long Range Transit Plan is to continue these efforts to better coordinate the land use and public transportation system in the area as the region continues to grow. The plan intends to propose a geographic approach to developing a long range transit plan that incorporates land use types and development patterns for configuring future routes. An important broad element of this plan is to increase the transit mode share to accommodate population and employment growth through specific analyses on network types, technologies and station locations. It is the intention of this plan to develop a practical yet visionary plan with an implementation section that contains flexible phases, successful performance measures for

increasing ridership, geographic analyses, and funding opportunities and challenges in its scope.

Finally, the Long Range Transit Plan will re-analyze the goals and objectives for the current transit system. This analysis will utilize the current 5-year RoadRUNNER Strategic Plan to provide a flexible foundation for long-term decision making with clear and concise goal and objectives. The analysis will also create a tool to evaluate the transit system's effectiveness in meeting the Transit Plan's goals.

Long Range Transit Plan Scope of Work:

The transit system network strategy will describe and estimate the cost of the future transit system (or various alternatives) at a conceptual level. It will also provide a preliminary operating plan and estimate of operating costs, and assessment of the land uses and transportation policies required to support the recommended transit system.

The Plan will evaluate supportive land use (including an analysis of the geographic need for affordable housing by income and tenancy type) and urban design elements such as site design that is conducive to transit vehicle operations, including paratransit vans; define corridors and station locations, including identifying general areas/parcels for future stations/centers and parking; evaluate preferred transit technology by exploring the feasibility and cost of different types of transit services and vehicles (bus rapid transit, light rail, express routes, smaller buses) and evaluate and recommend cost-effective Intelligent Transportation Systems (ITS) strategies; and development of an Initial Operations Plan that includes exploration of feasibility and cost of different schedules for the phased expansion of the transit system that include performance measures, such as frequency and reliability measures that are necessary to attract new riders to the system.

SUPPORT INFORMATION:

1. Resolution/Ordinance.
2. Exhibit "A": HDR Fee Proposal
3. Attachment "A": HDR Technical Proposal

SOURCE OF FUNDING:

Is this action already budgeted?	Yes	<input checked="" type="checkbox"/>	See fund summary below
	No	<input type="checkbox"/>	If No, then check one below:
	<i>Budget Adjustment Attached</i>	<input type="checkbox"/>	Expense reallocated from: _____
		<input type="checkbox"/>	Proposed funding is from a new revenue source (i.e. grant; see details below)
		<input type="checkbox"/>	Proposed funding is from fund balance in the (# and Fund Name) Fund.

Does this action create any revenue?			
	Yes	<input type="checkbox"/>	Funds will be deposited into this fund: (Fund #) in the amount of \$ _____ for FY _____.
	No	<input checked="" type="checkbox"/>	There is no new revenue generated by this action.

BUDGET NARRATIVE

These funds are from a Federal Transit Administration planning grant that require a 20% match. These funds are normally distributed to the MPO. However, for this fiscal year a larger appropriation was given to pursue the Long Range Transit Plan.

FUND EXPENDITURE SUMMARY:

Fund Name(s)	Account Number(s)	Expenditure Proposed	Available Budgeted Funds in Current FY	Remaining Funds	Purpose for Remaining Funds
GF match for MPO Multimodal Planning	1000-10184080-722190-30205	\$11,250	\$25,611	\$14,361	Match for other MPO projects
Regional Planning Project	1000-10184080-722190-20401	\$40,272	\$134,589	\$94,317	
MPO Multimodal	2090-20184070-722190-30205	\$45,000	\$112,759	\$67,759	Other MPO Projects

OPTIONS / ALTERNATIVES:

1. Vote "Yes"; this will approve the contract with HDR and allow the project to proceed.
2. Vote "No"; this will not approve the contract and thus staff will be required to negotiate with the next ranked proposer.
3. Vote to "Amend"; this could require renegotiation of the contract and could delay the project.
4. Vote to "Table" the proposal and/or instruct staff to seek an alternate direction.

REFERENCE INFORMATION

The resolution(s) and/or ordinance(s) listed below are only for reference and are not included as attachments or exhibits.

1. N/A

RESOLUTION NO. 11-115**A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF LAS CRUCES AND HDR, INC. FOR THE DEVELOPMENT OF A LONG RANGE TRANSIT PLAN.**

The City Council is informed that:

WHEREAS, the Transit Strategic Plan for RoadRunner Transit was adopted on March 19, 2007 and updated on April 5, 2010 via Resolution 10-241; and

WHEREAS, Goal A of the Strategic Plan is to Increase the Accessibility and Convenience of Public Transportation to All Citizens; and

WHEREAS, Action 3e) within that goal is to develop a long-range service plan; and

WHEREAS, the Transit and Rail Division of the New Mexico Department of Transportation has made federal transit planning funding available to the region through the MPO Unified Planning Work Program (UPWP); and

WHEREAS, the Selection Advisory Committee has issued a Request for Proposals to execute the Transit Long Range Plan, evaluated responses, and selected the most qualified proposal.

NOW, THEREFORE, Be it resolved by the governing body of the City of Las Cruces that:

(I)

THAT the Professional Services Fee Proposal between the City of Las Cruces and HDR Engineering, Inc., Exhibit "A", attached hereto and made part of this Resolution, is hereby approved in the amount of \$89,735.66 plus \$6,786.26 for New Mexico Gross Receipts Tax, for a total of \$96,521.92.

(II)

THAT the City manager is authorized to approve change orders in an amount not to exceed \$8,973.56 plus \$678.63 for New Mexico Gross Receipts Tax.

(III)

THAT City staff is hereby authorized to do all deeds necessary in the accomplishment of the herein above.

DONE and APPROVED this _____ day of _____, 2010.

APPROVED:

Mayor

ATTEST:

City Clerk

(SEAL)

VOTE:

Mayor Miyagishima:	_____
Councillor Silva:	_____
Councillor Connor:	_____
Councillor Pedroza:	_____
Councillor Small:	_____
Councillor Sorg:	_____
Councillor Thomas:	_____

Moved by: _____

Seconded by: _____

APPROVED AS TO FORM:

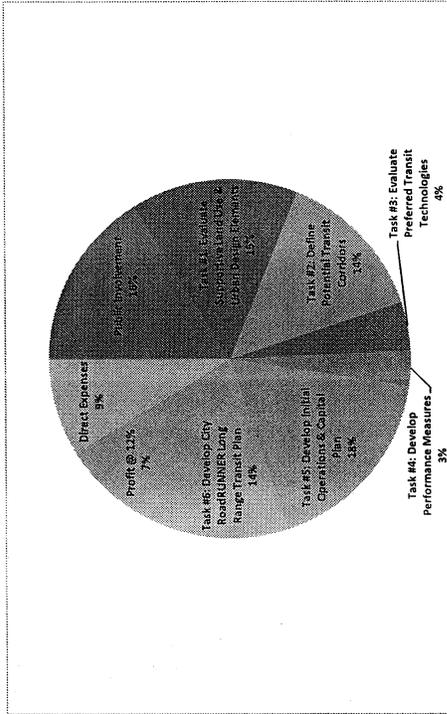


City Attorney

Proposed Budget - Long Range Transit Planning Services
 Submitted by HDR Engineering, Inc.
 Update 9-1-2010

Task	HDR										PARAMETRIX			OV
	Amanda Luecker Project Manager	Peter Brakenhoff Project Principle	Mark McLaren QA/QC Manager	Scott Miller Transit Planning	Nick Karcz Transit Planning	Kelly Sims Public Involvement	Dean Bressler Planning	Cynthia Whitehead Finance	Julie Flatoff Graphic Artist	Project Accountant	Denise Weston PI and Planning	Jeff Mann Planning	Chris Vogelsang Data Collection	Total
Public Involvement	\$109.80	\$190.33	\$216.66	\$139.87	\$100.58	\$71.90	\$161.44	\$197.52	\$81.05	\$75.43	\$143.00	\$120.00	\$135.00	N/A
Task #1: Evaluate Supportive Land Use & Urban Design Elements	24	2	0	0	8	43	0	8	16	0	16	20	0	137
Task #2: Define Potential Transit Corridors	8	0	0	4	0	0	0	0	0	2	16	55	22	107
Task #3: Evaluate Preferred Transit Technologies	40	0	0	4	40	0	12	0	0	1	0	0	10	107
Task #4: Develop Performance Measures	8	2	0	8	14	0	0	0	0	2	0	0	0	34
Task #5: Develop Initial Operations & Capital Plan	4	0	0	4	4	0	0	0	0	1	0	0	10	23
Task #6: Develop City RoadRUNNER Long Range Transit Plan	48	2	0	4	37	0	0	16	16	2	8	0	0	133
Total Hours	24	2	4	5	38	43	12	32	50	10	48	75	42	650
Total Labor (\$)	\$17,129.55	\$1,522.63	\$866.62	\$4,056.24	\$14,181.21	\$3,081.53	\$1,937.27	\$6,320.57	\$4,052.32	\$754.25	\$6,864.00	\$9,000.00	\$5,670.00	\$75,446.20
Profit @ 12%	\$2,055.55	\$182.72	\$103.99	\$486.75	\$1,701.75	\$370.99	\$232.47	\$759.47	\$486.28	\$90.51	\$0.00	\$0.00	\$0.00	\$6,469.46
Direct Expenses	\$3,450.00	\$0.00	\$0.00	\$600.00	\$600.00	\$1,000.00	\$0.00	\$1,200.00	\$450.00	\$0.00	\$400.00	\$80.00	\$40.00	\$7,820.00
Total (Total Labor + Fee + Direct Expenses)	\$22,635.09	\$1,705.34	\$970.62	\$5,142.99	\$16,482.96	\$4,462.51	\$2,169.74	\$8,279.04	\$4,988.60	\$844.76	\$7,264.00	\$9,080.00	\$5,710.00	\$89,735.66

Public Involvement	\$14,476.99
Task #1: Evaluate Supportive Land Use & Urban Design Elements	\$13,446.77
Task #2: Define Potential Transit Corridors	\$12,337.41
Task #3: Evaluate Preferred Transit Technologies	\$3,936.97
Task #4: Develop Performance Measures	\$2,826.43
Task #5: Develop Initial Operations & Capital Plan	\$15,683.96
Task #6: Develop City RoadRUNNER Long Range Transit Plan	\$12,737.66
Profit @ 12%	\$6,469.46
Direct Expenses	\$7,820.00
Total	\$89,735.66





request for proposal



City of Las Cruces

Long Range Transit Planning Services



RFP No. 09-10-498 June 16, 2010

June 15, 2010

City of Las Cruces
ATTN: Purchasing Department/Bid Clerk
700 N Main, Room 3134
Las Cruces, NM 88001

RE: Proposal to Provide Long Range Transit Planning Services, RFP No. 09-10-498

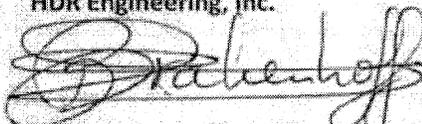
Dear Selection Advisory Committee Members:

HDR Engineering, Inc. (HDR) is proud to propose a team that is composed of locally and nationally based professionals who have significant transit planning, land use planning, finance, and public involvement experience. Our approach offers the highest level of accessibility and includes team members that have a vested interest in the future of Las Cruces, the region, and New Mexico. Our project team will provide the City of Las Cruces an unparalleled level of technical expertise in the areas of regional long range transit planning/visioning, land use planning, consensus building, and financial evaluation.

HDR offers a full range of transportation planning services, specializing in transit planning, capital facility planning, public involvement, environmental documentation, and transit-oriented development. Our staff has worked on many relevant plans and studies in the Southwest and throughout the United States, including the development of the Mid-Region Transit District's Transit Service and Finance Plan which was supported by Albuquerque metropolitan area voters. To complement our local expertise, we are assigning a resourceful project manager, Amanda Luecker, who has experience on a wide range of transit projects including operations and capital planning. In addition to HDR's experience, we are proposing to partner with two firms that offer unique specialized services. These firms include Parametrix and Ordonez & Vogelsang. With Parametrix's proposed key staff being located in Las Cruces, our project team will have a clear understanding of local culture and preferences. Our multi-disciplined consulting team will provide Las Cruces with the experience and capacity to deliver a technically sound and locally appropriate long range transit plan.

Our experience in managing both small-scale and large-scale projects enables HDR to provide Las Cruces with a proven approach, which includes identifying current and future travel demand with an emphasis on passenger behaviors and preferences. We plan to address the challenge of identifying local and regional transit needs with highly qualified staff who have a personal interest in the future of Las Cruces and New Mexico. We believe that our approach and inclusion of special considerations, such as small area travel demand forecasting, will help HDR deliver a high quality long range transit plan of action with project priorities and a realistic funding plan. We are excited about the opportunity to work with the City of Las Cruces on this significant project. If you have any questions, please contact Peter Brakenhoff at (505) 830-5433 in our Albuquerque office, or Amanda Luecker at (602) 792-8829.

Sincerely,
HDR Engineering, Inc.



Peter Brakenhoff, Project Principal
Vice-President/New Mexico Operations Manager



Amanda Luecker
Project Manager

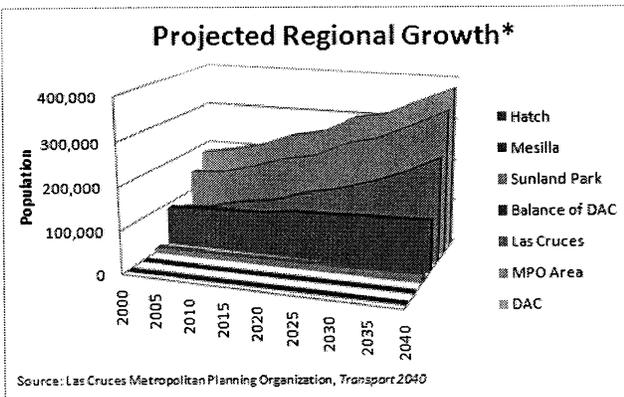


GENERAL FIRM BACKGROUND

In business for more than 90 years, HDR is an employee-owned firm that has grown into one of the nation's largest and most respected architecture-engineering companies, employing nearly 8,000 professionals in more than 185 locations worldwide. HDR has been a part of the New Mexico business landscape since 1989. Today, HDR is one of New Mexico's largest architectural, engineering, and consulting firms, with more than 60 employee-owners in three New Mexico offices.

1. Technical Approach

Las Cruces has grown from a population of 74,267 in the 2000 U.S. Census to an estimated population of 91,865 as of July 2008. The City's population is expected to exceed 200,000 by the year 2018. A diverse set of transportation options will be required to provide safe, efficient, and affordable transportation services to meet the needs of the growing and aging population. Transport 2040 notes a significant need for mobility options to accommodate people with disabilities, households below the poverty line, and households with no automobile. Future land use patterns, in terms of employment centers, activity centers and residential development, will help to shape transit in Las Cruces. To extend the local planning horizon to 2040, the City of Las Cruces is requesting assistance with the development of the City RoadRUNNER Long Range Transit Plan.



The City is, or will be, involved in several planning efforts that will help to shape the future of transit in the area. Vision 2040, the City and County Comprehensive Plans, and Transport 2040 are some of the land use planning documents that contain future land use and transportation corridor information

that will be evaluated as part of the Long Range Transit Plan. Another important planning document, the City's CDBG Consolidated Plan, will focus on low-income residents that may be dependent on transit options for access to employment and for daily needs. The El Paso Corridor Study will result in a public involvement planning process that can be used to implement the recommendations resulting from the Long Range Plan as well as other future planning documents in the area.

The HDR team offers a full range of transit planning services. We understand that to be successful, transit and land use plans must work together. A strong local presence and understanding of past and future planning efforts is important. To meet this objective, we propose a team of transit planning experts with professional experience in four areas: Transit Planning, Finance, Public Involvement, and Land Use Planning. The HDR team offers both nationally recognized transit planning expertise and local public involvement/land use professionals.

HDR employs a comprehensive Quality Control/Quality Assurance (QA/QC) program that will be used to provide Las Cruces with the confidence that the project deliverables will be produced with a high level of quality. The HDR QA/QC program includes regular management reviews throughout the duration of the project to ensure that the Project Manager is provided direct HDR upper management support and access to the firm's resources. The additional layer of project oversight allows HDR to consistently deliver successful projects.

2. Key Personnel

HDR has assembled a team with the appropriate qualifications, availability, and commitment to this contract to provide a thorough, accurate transit plan within the City's budget and schedule.

Amanda Luecker, AICP—Project Manager

Experience: Ms. Luecker has over 12 years of public and private sector experience in transportation planning. Her experience includes long-range transportation planning, transit capital facility and operations planning, NEPA documentation for transit and roadway projects, ADA and environmental compliance, and public involvement. Her public sector experience includes

applying developer guidelines to transit facilities and implementing environmental compliance plans at transit maintenance facilities.

Throughout her career, Amanda has worked to develop practical solutions to complex land use and transportation issues. Amanda led community-level transit service planning efforts for several local circulators in Phoenix, AZ. In addition, she has had the opportunity to work with public agencies to apply her transportation planning skills in a broad range of urban and rural environments, including Houston, Tucson, Sitka (Alaska), and Hoonah (Alaska). Amanda's success in transportation planning is rooted in her belief that plans need to be realistic, cost-effective, and reflect community mobility needs.

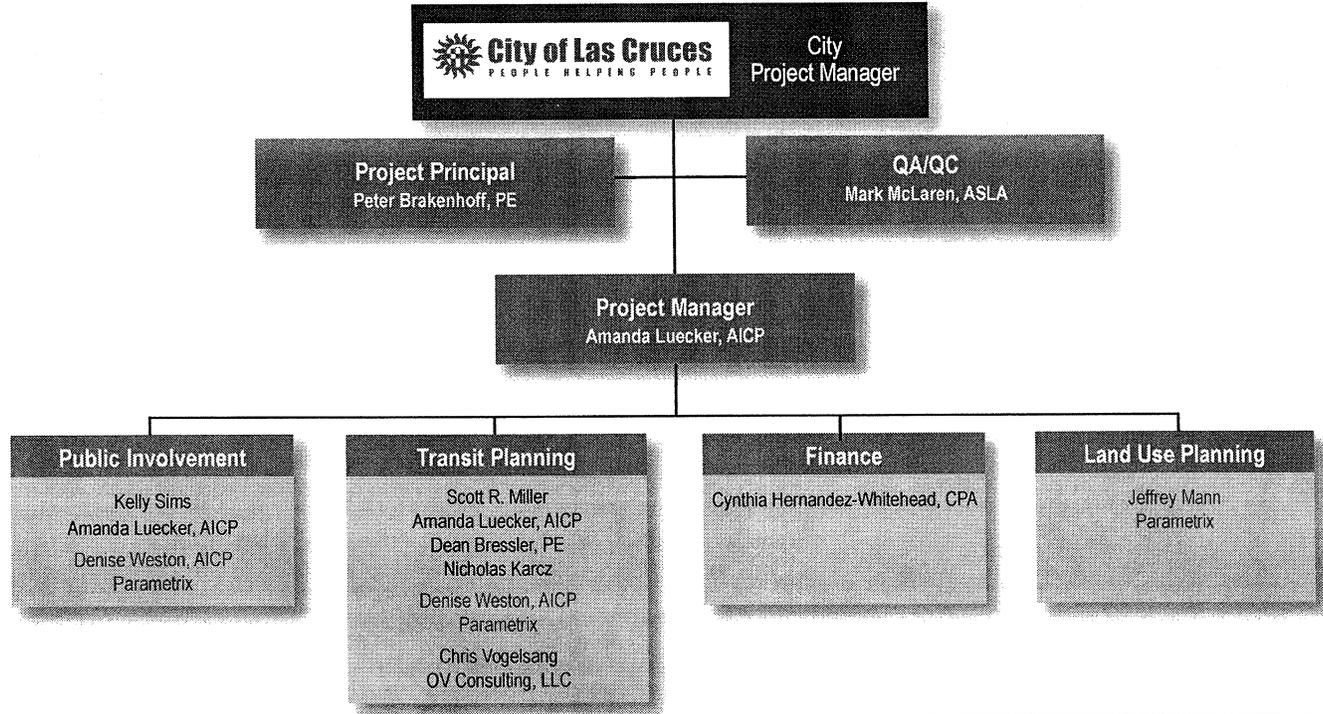
Relevant Projects: MAG, Regional Transportation Plan, AZ; H-GAC Regional Transportation Framework Study, TX; Central Indiana Corporate Partnership, Central Indiana Transit Task Force; SRP-MIC Para-Study; SMART Neighborhood Circulator, Phoenix, AZ; South Mountain Corridor Bus Rapid Transit Study, AZ; Rio Salado Beyond the Banks Area Plan, AZ; Valley Metro Bus Stop Database, Phoenix, AZ. **Background:** American Institute of Certified Planners #115328; M.S., Environmental Planning; Master of Environmental Planning, Environmental Policy and Management, Arizona State University; B.A., English

Literature, University of Kansas. **Percentage of Time Assigned to Project:** 70%

Peter Brakenhoff, PE—Project Principal

Experience: Mr. Brakenhoff's 19 years of experience encompasses highway engineering, corridor and alignment studies, design of roadways, drainage, utilities and construction traffic control. Peter's responsibilities have included several aspects of project development, from corridor study and alignment studies, through preliminary design and production of final design plans. His areas of expertise include project management, transportation analysis, geometric and roadway design (urban/rural highways and interstate, including interchanges), drainage design, utility design, and public involvement. He has served as Principal-in-Charge, Project Manager, Deputy Project Manager and Lead Engineer with project related responsibilities including management, supervision, directing project design and deliverables, quality assurance and quality control, project and staff scheduling; progress reporting; project and agencies coordination; public and client presentations; preparation of subcontractor agreements/budgets and final contract documents, specifications and construction cost estimates.

Relevant Projects: For the City of Rio Rancho—





Paseo del Volcan, Preventative Maintenance Projects (both under the Engineering On-Call); for the NMDOT—I-40/Washington Street Overpass Reconstruction (Albuquerque), I-10 Corridor Improvements (Las Cruces to Texas State Line), US 491 Segment Six, MP 53 to 59 (Newcomb); City of Albuquerque, Louisiana Boulevard Road Improvements (Carmel Avenue to Signal Avenue).

Background: NMPE# 14225; B.S., Civil Engineering, University of Technology, Alkmaar, Netherlands, 1991; American Public Works Association, American Council of Engineering Companies (Board Member, City of Albuquerque Liaison Committee Chair, NMDOT Liaison Committee). **Percentage of Time Assigned to Project:** 10%

Mark McLaren, ASLA—QA/QC

Experience: Mr. McLaren has over 25 years of extensive experience in many facets of transportation, land use, and environmental planning for both public and private entities. He has served as project manager of multi-disciplinary teams responsible for both project and program development. Mark has specialized experience in the planning, design and environmental clearance of multimodal transportation projects. He has served in a key role for several transit system planning efforts, including plans which required voter approval, as well as corridor projects advanced through the FTA project development process. **Relevant**

Projects: Central Indiana Corporate Partnership, Central Indiana Transit Task Force; Valley Metro Rail, Central Phoenix/East Valley Light Rail Transit Project; Commuter Rail Demonstration Project Feasibility Study, Phoenix, AZ; Regional Transit System Corridor Studies, Phoenix, AZ; Southeast Arizona Corridor Profile Study. **Background:** Registered Landscape Architect, Arizona, No. 294095; B.S., Landscape Architecture, Ohio State University, 1984; American Public Transportation Association, Member; American Society of Landscape Architects, Member; Institute of Transportation Engineers, Arizona Section, Member. **Percentage of Time Assigned to Project:** 10%

Scott Miller—Transit Planning Lead

Experience: Mr. Miller has significant experience in the development of community-based transit

plans. This experience ranges from the planning of community circulators, for which his work has been presented both nationally and internationally, to the development of regional short-range and long-range transit plans. One long-range regional transit plan, the Maricopa Association of Governments' Regional Transit Framework Study, is a needs-based plan that addresses the region's transit needs within the current developed areas of the region as well as the rapidly growing areas outside the boundaries of the region's traditional transit service area. Scott's success in developing realistic, consensus-driven plans for diverse constituencies is rooted in his thorough working knowledge of transit planning, as well as the technologies that make the planning and implementation of services successful. His experience includes operations and capital facility planning, neighborhood level service planning, community involvement, long-range transportation planning, Federal Title VI compliance, ADA compliance, intelligent transportation system planning, and transit fare collection systems. In addition, he has extensive experience with GIS including data analysis, new system implementation, and integration with external business applications. Scott has undertaken planning efforts in many communities including Albuquerque, Indianapolis, Phoenix, Tucson, Sarasota, and Houston. Scott's experience in both the public and private sectors makes him an ideal choice to lead the transit planning effort. **Relevant**

Projects: Service and Financial Plan for the Mid-Region Transit District, Mid-Region Council of Governments, NM; Major Transit Investment Study - Alternative Analysis, City of Tucson, AZ; Valley Metro/RPTA, Regional Transportation Plan Evaluation Services; Bus Rapid Transit Plan, City of Phoenix, AZ; Federal Title VI Impact Analysis Fixed Route Service Changes, Phoenix, AZ; Federal Title VI Plan Update, Phoenix, AZ; South Mountain Corridor Bus Rapid Transit Study, Phoenix, AZ. **Background:** M.P.A., Public Administration, Arizona State University, 2000; B.S., Urban Planning, Arizona State University, 1994; ITS America—Arizona Chapter, Past President. **Percentage of Time Assigned to Project:** 30%

Nicholas Karcz—Small Area Modeling & Transit Planning

Experience: Mr. Karcz is a transportation planner



with more than 7 years of professional experience working on projects throughout the U.S. He has a variety of experience in travel forecasting and transit planning. He has developed a small area model for the Tempe South Corridor Study to assist in the evaluation of several public transportation alternatives in Arizona. The development of the small area model included gathering stop level survey data both locally and nationally for ration and validation purposes. His experience in transit planning includes the planning of community circulators, the development of operating plans, and the development of long range regional plans. Additional experience includes alternatives analyses, corridor analyses, intergovernmental coordination, park-and-ride development, and the analysis of travel forecasts. **Relevant Projects:** Tempe South Corridor Study, Tempe Streetcar Small Area Model, Tempe, AZ, METRO; Houston-Galveston Area Council (H-GAC) Regional Transit Framework Study, Houston, TX, H-GAC; MAG Regional Transit Framework Study, Maricopa County, AZ; MAG Commuter Rail Systems Study, Maricopa County & Northern Pinal County, AZ; Neighborhood Circulator Study, City of Goodyear, AZ; Dade County Future Park-and-Ride Plan, Miami-Dade County, Florida DOT; Circulator Project, Miami Streetcar, City of Miami, FL. **Background:** B.A., Urban and Regional Planning, with honors, University of Illinois at Urbana-Champaign, 2004. **Percentage of Time Assigned to Project:** 30%

Dean Bressler, PE—Transit Planning

Experience: Mr. Bressler's industry experience began in 1983 with geophysical and geotechnical surveys. Since 1990, his work has been focused on transportation planning, traffic engineering, and environmental planning. He has significant experience with traffic impact studies, traffic modeling, urban arterial studies and design, transportation master plans, interstate highway studies and design, intermodal center studies and design, transit oriented development (TOD) planning, bicycle and recreational facilities projects, and a broad array of environmental documents. His experience includes projects with the federal and state agencies, and numerous municipalities across the West and Southwest. Mr. Bressler has the skills

to enlist stakeholders and agency representatives with conflicting requirements in planning and design processes that lead to successful project implementation. **Relevant Projects with HDR:** New Mexico Rail Runner Express Transit Oriented Development Planning, Mid-Region Council of Governments; Transportation Master Plan for Special Events (Las Cruces), New Mexico State University; Comprehensive Transportation Study, Village of Los Lunas; Comprehensive Transportation Study Update, Village of Corrales; I-40/Washington Street Overpass Reconstruction (Albuquerque), NMDOT; Comanche Road Bikeway Project, City of Albuquerque; Transportation Master Plan Update, Salt Lake City, UT; Visionary Gateway Plan, Salt Lake City, UT; East-West Mobility Study (Maricopa County), Maricopa Association of Governments, AZ. **Background:** NM PE # 15329; B.S., Civil Engineering, and B.S., Economics/Finance, University of Utah. **Percentage of Time Assigned to Project:** 15%

Cynthia Hernandez-Whitehead, CPA—Financial Planning Lead

Experience: Ms. Whitehead has more than 20 years of experience developing financial plans and leading a wide range of financial planning projects. Her experience includes leading the Finance Department for a major transit agency in Texas. Much of her career has been on the agency side and she understands the importance of balancing the needs of the community with the financial realities.

While with HDR, Ms. Whitehead has worked with multiple agencies and communities to develop financial plans that assist in the implementation of new services for a community. She developed a financial plan, working with HDR's service planners, for New Mexico's Mid-Region Council of Governments (MRCOG) which received approval for a dedicated sales tax. In addition to preparing long-range financial plans, Ms. Whitehead has prepared financial plans for the FTA's New Starts and Small Starts process. **Relevant Projects:** Regional Transit and Financial Plan, Hillsborough Area Regional Transportation Agency, Tampa, FL; Regional Transit Framework Study, Maricopa Association of Governments, Phoenix, AZ; Service and Financial Plan, MRCOG, Albuquerque, NM; Regional Service



and Financial Plan, the Rapid, Grand Rapids, MI; Transit Development Plan, South East Texas Regional Planning Commission, Beaumont, TX; Major Transit Investment Study and Alternatives Analysis, City of Tucson, AZ. **Background:** Certified Public Accountant, Texas, 053024; B.B.A., Accounting, University of Texas at San Antonio. **Percentage of Time Assigned to Project:** 20%

Kelly Sims—Public Involvement

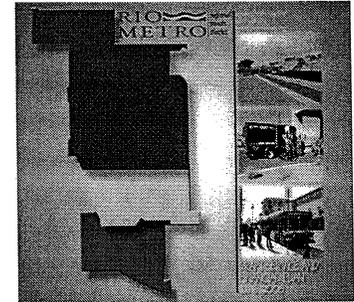
Experience: Ms. Sims has managed public involvement and public relations programs for a variety of infrastructure and environmental projects. She has written and implemented public involvement plans, conducted stakeholder analysis and outreach, and planned and coordinated numerous public meetings and workshops. She has authored various project materials including advertisements, brochures, facts sheets, handouts, newsletters, and press releases. Ms. Sims conducts research and assimilates data for environmental and planning-related studies. She prepares sections of environmental compliance documents and provides document control and technical writing support for environmental, water resources, and transportation projects. She conducts quality control reviews on project documents including initial site assessments (ISAs), environmental assessments (EAs), environmental information documents (EIDs), categorical exclusions (CEs), and resource specific reports. **Relevant Projects:** For the City of Rio Rancho—Paseo del Volcan, Preventative Maintenance Projects (both under the Engineering On-Call); for the NMDOT—NM 4 (Jemez Pueblo Boundary to NM 290), I-25 Corridor Study; for the Mid-Region Council of Governments—New Mexico Rail Runner Express Phase II Segment 4 (Santa Fe), Transit-Oriented Development (Bernalillo). **Background:** Registered New Mexico Human Resources Professional; M.P.A., Public Administration, and B.A., Sociology, University of New Mexico. **Percentage of Time Assigned to Project:** 25%

3. Capacity and Capability

3. a. Past Contracts Similar in Scope

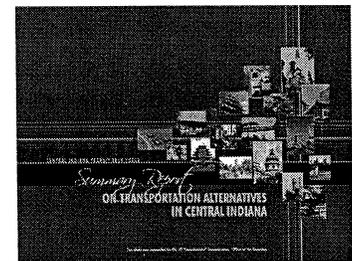
Mid-Region Transit District (Rio Metro) Transit and Finance Plan—Mid-Region Transit District, Albuquerque, NM
HDR analyzed potential demand for expanded

public transportation services and for developing three alternative transit operating and capital plans for the RioMetro's three-county service area. Alternative plans were developed through an analysis of transit-related characteristics such as land use and development patterns, demographics, and socioeconomic variables. Detailed financial estimates were developed for each alternative plan based on personnel requirements (bus operators, service technicians), unit costs for capital facilities and vehicles and service operations characteristics (revenue miles/hours, deadhead miles/hours, peak vehicles in service). Voters approved a funding measure in 2008 to support the transit operations and capital investments identified in the plan.



Transportation Alternatives in Central Indiana, Central Indiana Transit Task Force, Indianapolis, IN

In late 2008, the Central Indiana Corporate Partnership, the Greater Indianapolis Chamber of Commerce, and the Central Indiana Community Foundation brought together a group of business leaders to form the Central Indiana Transit Task Force (CITTF) to examine the region's transportation system, address Central Indiana's mobility needs and improve its economic competitiveness. HDR played a lead role in developing multiple long-range regional transit system alternatives and analyzing the economic and transportation benefits of each. The final project recommendations were developed to reflect a long-term vision for the region based on affordable funding options. The CITTF is currently engaged in the process of promoting the plan recommendations to the community in effort to develop community support for plan implementation.



MAG Regional Transit Framework Study, Maricopa Association of Governments (MAG), Phoenix, AZ

The MAG RTFS provided the Phoenix region with a needs-based planning approach for identifying and prioritizing regional transit improvements that supplement the existing Regional Transportation Plan for Maricopa County, an area that is home to nearly four million people. Long-range transit operations and capital recommendations in the form of three alternative scenarios were identified through year 2030, with consideration for longer term transit investments up to year 2050. From the onset of the project, HDR led a comprehensive public involvement process that included focus groups, a regional telephone survey, an online survey, public open house meetings, community group presentations, and electronic webinars. The results of the study were forwarded for inclusion in the state long-range transportation plan and may serve as the basis for a future transit funding initiative.

Mason Corridor BRT Project, City of Fort Collins, CO

While with the City of Fort Collins, Denise Weston (Parametrix) served as a team member for project development as well as the project



manager for the environmental documentation of a 5-mile bus rapid transit (BRT) corridor in Fort Collins. The project involved extensive coordination with adjacent land-owners including over 30 businesses, Colorado State University, and the Burlington Northern Santa Fe Railroad. Denise managed the public outreach efforts including the development of a bilingual component, consideration of socio-economic diversity, outreach to the student population, and coordination with economic development opportunities. As part of project development, the City adopted a TOD overlay zone, including land use incentives, adjacent to the corridor. Denise was responsible for encouraging participation with the TOD overlay zone requirements for new development along the corridor. This project also required thorough

knowledge of the existing and future plans for the entire transit system as well as bicycle and pedestrian access.

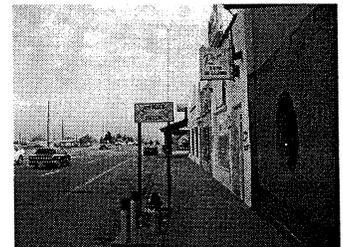
Transit Strategic Plan, Fort Collins, CO

During her tenure at the City of Fort Collins, Denise served as the co-project manager for the Transit Strategic Plan initiated by Transfort, the City's transit department. This project involved regional coordination with the City of Loveland and the Poudre School District, as well as consideration of multiple funding options for the proposed improvements. Unique to this plan was the successful effort to coordinate with the local school district to improve transit options and promote ridership among high school students. Denise helped establish the public outreach effort, which included marketing and system expansion efforts. Denise also supported the facilitation of a financial advisory committee made up of community members chosen to develop financial recommendations for the future of regional transit.



NM 460 Corridor Study, NMDOT

Parametrix (formerly Taschek Environmental) was an integral part of the Corridor Study team for a 2-mile-long roadway improvement project along NM 460 in Anthony. This



transportation corridor was within an emerging business district for a rural area. It involved consideration of pedestrian/bicycle traffic, maintenance of existing residential/business access, restricted right-of-way, air quality conformity analysis, avoidance of historic buildings, and controversial drainage improvements. Parametrix staff initiated a bilingual public involvement process created specifically for the community, ensuring that the needs of the residents were heard. Outreach efforts included door-to-door communication as well as attendance at many standing community



events. Subsequent to construction, the project team received an award for outstanding innovative design from the NMDOT.

Lakeland Hills South Master Plan, Auburn, WA

Lakeland Hills South Master Plan is a 3,700 unit development on 1,400 acres in Auburn, Washington. As the lead land use planner for the development, Jeff Mann assisted in planning design elements for the Master Plan including Park, Landscaping and Signage Master Plans. He prepared land use and road corridor plans for the 200-acre expansion and processed multiple comprehensive land use amendments to the City Comprehensive Plan reflecting the expansion of the Lakeland Hills planned unit development. The expansion area work included the coordination of road system connections and traffic improvements for future development. Jeff prepared all related environmental documentation including an addendum to the Lakeland Hill Environmental Impact Statement and conducted the public information and all associated project presentations for the Hearing Examiner and City Council Hearings.

Land Use and Transit Study for the I-70 Corridor, I-70 Coalition, Silverthorne, CO

OV Consulting acted as Deputy Project Manager for this extensive rail, bus transit and land use study. The I-70 Transit and Land Use Study extended from the City of Golden west to Glenwood Springs and to communities off the I-70 corridor including Leadville and Steamboat Springs. OV Consulting effectively integrated rural and mountain resort development patterns and Transit Oriented Design potential with future high-speed rail and secondary transit systems through the I-70 corridor. The firm managed the analysis of station locations, assessed mobility patterns and land use plans that support or prohibit the implementation of future stations, and developed community action plans that integrated transit, land use, urban design strategies and bike and pedestrian connectivity networks. OV Consulting worked extensively with



each jurisdiction to identify the vision for transit and effective multi-modal connections, identify ridership and travel trends, and discuss existing and future land use patterns, densities, sustainability factors, and community needs.

OV Consulting successfully completed its work with each jurisdiction, made recommendations for station locations, land use densities and future transit connections and services, along with bike and pedestrian connections. All recommendations were carried forward to the I-70 Coalition and its partner, Colorado DOT, as well as the Rocky Mountain Rail Authority and the I-70 Context Sensitive Solutions team.

3. b. Subconsultants

Parametrix

Parametrix is a 100-percent employee-owned firm dedicated to providing quality planning and environmental sciences with superior client service. The firm has offices throughout the western U.S. and over 450 professionals providing multidisciplinary services in transportation, natural resources, planning, water, wastewater, cultural resources, and environmental engineering, and sciences.

Parametrix transportation planning services integrate the skills of transportation and land-use planners, public involvement specialists and environmental scientists. For clients at state, regional, and county or municipal levels, Parametrix has developed successful multimodal improvement programs, many within complex technical, regulatory, or environmental contexts. The resulting plans consistently feature a strong level of community and interjurisdictional support. Recent projects include major corridor studies, areawide and comprehensive planning, and multimodal transportation centers.

Denise Weston, AICP — Transportation & Transit Planning/Public Involvement

Experience: Denise Weston is a senior transportation and environmental planner. In this capacity, she focuses on project management for a variety of transportation and transit projects in Colorado and New Mexico. In addition to project management and planning, her skills include public involvement, noise and air analysis, socio-economics, and land-



use. Denise has worked in both the public sector and the private sector providing transportation and transit planning support for local, state, and federal agencies. Denise's public sector experience has been as a transportation planner with the City of Fort Collins, Colorado and the City of Las Cruces, New Mexico. These positions have provided her invaluable experience in implementing the complete street concept, transit planning, evaluating bicycle and pedestrian facilities, sub-area planning, and Safe Routes to School. In addition, she has extensive experience in developing and facilitating successful public involvement programs. Her skill set includes the ability to involve bilingual stakeholders, integrate diverse communities, and manage multi-agency coordination. Denise is capable of expressing technical aspects of a transportation project to various members of the public while building trust and encouraging communication. **Relevant Projects:** Las Soleras Rail Runner Station, Santa Fe, NM; Los Lunas Intermodal Transportation Facility, Los Lunas, NM; St. Francis Drive Corridor Study, Santa Fe, NM; I-10 Corridor Study, Las Cruces, NM; NM 460 Corridor Study, Anthony, NM; NM 273, Sunland Park, NM; Transit Strategic Plan, Fort Collins, CO; Mason Corridor Bus Rapid Transit Project, Fort Collins, CO; 2008 Bicycle Plan, Fort Collins, CO. **Background:** American Institute of Certified Planners; M.E.P., Environmental Planning, Arizona State University; B.S., Mathematics and Economics, University of California-Santa Barbara. **Percentage of Time Assigned to Project:** 30%

Jeffrey D. Mann—Land Use Planning/Public Involvement Experience: Mr. Mann has broad-based planning experience through his 31 years of involvement on a wide range of land use planning and public involvement projects. His experience has involved comprehensive land use planning, master plan development, infrastructure master plans, and environmental analysis. He has conducted stakeholder and public involvement associated with these projects including a county-wide stakeholder's conference on a comprehensive land use plan, public involvement events for significant land use projects and environmental impact statements. Jeff has recently been involved in the public involvement and environmental documentation for several road development

projects for the NMDOT. **Relevant Projects:** Riverside County Comprehensive Land Use Plan, Riverside, CA; Comprehensive Land Use Master Plan, Plateau 465, Pierce County, WA; Comprehensive Land Use Master Plan, Sunrise Uplands, Pierce County, WA; Infrastructure Master Plans, Sunrise Master Planned Community, Pierce County, WA; General Plan Amendments, Lakeland Hills Master Plan, Auburn, WA; Technical Advisory Committee, Zoning Ordinance Update, City of Auburn, WA; Strauss Road Alignment Study, Public Involvement, Santa Teresa, NM; Valley Avenue Improvements, Public Involvement, Las Cruces, NM; Green Infrastructure Conference Committee, Las Cruces, NM. **Background:** M.A. Master of Environmental Administration, University of California Riverside, B.S., Environmental Studies, University of California, Santa Barbara. **Percentage of Time Assigned to Project:** 30%

OV Consulting, LLC

OV Consulting is a transportation and land use planning firm with offices in Denver Union Station in downtown Denver. The firm was founded in 2002 and is a certified Disadvantaged Business Enterprise with the City and County of Denver and the Colorado Department of Transportation. The firm's principals, Beth Vogelsang, AICP and Chris Vogelsang, PE have over 30 years of combined experience in innovative planning and problem solving for transit, transportation and land use projects. The team brings a cohesive blend of planning and engineering skills to a broad range of work specialties including transit planning, transportation corridor studies, bicycle and pedestrian facility planning, land use and transportation integration, facilities design and implementation plans and parking feasibility studies. This comprehensive range of experience and expertise is complimented by a significant practice in stakeholder and community involvement and unparalleled skills in project coordination, management and consensus building.

Chris Vogelsang

Experience: Mr. Vogelsang is recognized as a regional and national expert on bicycle and pedestrian facility planning, with an expertise

in bicycle and pedestrian interface with mass transit, rail station areas and TOD developments. Chris will manage the review, evaluation and recommendations for bike and pedestrian connections, walkability factors and facility design and implementation plans for this project. Chris has more than seventeen years of experience in the transportation field including specific areas of expertise in bicycle and pedestrian facilities planning and implementation. His approach in successfully completing these projects is to bring planning, engineering, implementation, and stakeholder consensus together to find the most appropriate solutions to difficult problems. Mr. Vogelsang participated in the first total rewrite of the MUTCD since 1988 and assisted in the development of several new pieces in this section including accommodation for bicycles at roundabouts. **Relevant Projects:** Bicycle and pedestrian planning lead on numerous projects in Colorado, Arizona, Texas, Virginia, Florida, and Illinois including the Gold Line EIS, US 36 EIS, the Northwest Rail EIS, the SH 119/Gaming Area EIS in Clear Creek County, CO, the West Corridor Final Design, the Gold Line EIS, The Denton County Texas Commuter Rail EA, the Ft. Worth Transit Authority Commuter Rail EIS, the Arapahoe Road Corridor Study, and the Parker Road Corridor Study. Acted as the lead consultant for the Lakewood Bicycle System Master Plan, the City of Englewood Bicycle Facilities Planning Study, The City and County of Denver FHWA Sponsored Bicycle Traffic Signal Research Study, the Town of Avon Pedestrian Accommodation and Mobility Study, the Town of Bayfield Bicycle Master Plan, as well as work in several National Parks and Monuments related to pedestrian and bicycle accommodation and transit integration. **Background:** Professional Engineer registered in Colorado and California; National Committee on Uniform Traffic Control Devices Technical Committee on Bicycle Facilities, past committee member and current advisor. **Percentage of Time Assigned to Project:** 30%

3. c. Location(s) of office(s)

HDR Engineering— 2155 Louisiana Blvd. NE, Suite 9500, Albuquerque, NM 87110; 505-830-5400. HDR's Albuquerque office is in the Uptown District

near I-40 and Louisiana Boulevard. However, many of HDR's employees have relatives who live in the City of Las Cruces and we have a vested interest in ensuring that this plan is developed on schedule and on budget to meet the demands of present and future residents. **Percentage of Work to be performed:** 79%

Parametrix— 129 South Downtown Mall, Las Cruces, NM, 88001; 575-522-7400. Located in the Downtown Plaza near the Historic Rio Grande Theatre, many of the 30 New Mexico Parametrix staff members are native to the area, graduates of local universities (Aggies, Lobos, etc.), and long term residents with strong ties to the area. The company's vision statement is "We are dedicated to creating vibrant, sustainable communities and restoring the health of the planet for future generations." Parametrix has had an office in Las Cruces for the last seven years and their employee-owners are particularly passionate about helping maintain a high quality of life for the community. **Percentage of Work to be performed:** 15.3%

OV Consulting— 1701 Wynkoop St., Suite 127, Denver, CO 80202; 303-898-8042. The HDR team proposes the inclusion of OV Consulting to provide planning and research support. At the time of this proposal submittal, OV Consulting's application for DBE certification was being processed by the State of New Mexico. OV Consulting is currently certified in four other states and expects to be certified in New Mexico prior to firm selection. **Percentage of Work to be performed:** 5.7%

4. Management Structure and Project Approach

4. a. Responsible for Administration of the Contract

Peter J. Brakenhoff, PE, Vice President/New Mexico Operations Manager, HDR Engineering, Inc., 2155 Louisiana Blvd. NE, Suite 9500, Albuquerque, NM 87110; 505-830-5400.

4. b. In Direct Responsible Charge of the Work

Amanda Luecker, AICP, Project Manager, HDR Engineering, Inc., 101 N. 1st Avenue, Suite 1950, Phoenix, AZ 85003

4. c. Project Time Schedule and Operational/ Management Approach

Our team's proposed schedule is outlined below. We



are committed to working with the City to finalize a schedule that works within the parameters of the final project scope and budget.

Operational/Management Approach

HDR’s Project Manager, Amanda Luecker, will implement a hands-on project management approach that will include continuous coordination with the Las Cruces Project Management Team and completion of tasks and deliverables within schedule and budget requirements. HDR will communicate regularly with the Las Cruces Project Management Team through project status meetings. Meeting minutes will be prepared and distributed to document and monitor action items and issues. All deliverables will be internally reviewed prior to delivery to Las Cruces to ensure their accuracy and compliance with the Scope of Work and the contract. Quality control reviews will be conducted by qualified HDR staff independent from the project team.

Major Tasks to be Accomplished/Detailed Scope of Services

The HDR team is dedicated to striking a balance between the need for highly accurate transit

forecasting and capital/operating systems that have built-in flexibility to account for future uncertainties. The City RoadRUNNER Long Range Transit Plan needs a transit team to help weave land use, socioeconomic, political, financial, and economic considerations into long term transit recommendations. To meet this end, we propose a series of six major project tasks to begin with technical analysis papers and end with the final City RoadRUNNER Long Range Transit Plan. Our comprehensive public and stakeholder involvement program, described in Section 4d, will operate throughout the project development process.

Task #1: Evaluate Supportive Land Use and Urban Design Elements

—The Long Range Transit Plan provides the perfect opportunity to integrate transit into the future land use of the City of Las Cruces. With adoption of the Transport 2040 transportation planning document and the pending development of the land use planning component Vision 2040, the Long Range Transit Plan can outline those areas of the city that would provide the greatest

Las Cruces Long Range Transit Planning Services Proposed Schedule									
Tasks/Deliverables	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
Implement Public Involvement Plan									
Financial Advisory Group (1st Meeting Move from Month 1 to 3)	●	→							
Phase I									
Meet with RFP Steering Committee									
Develop Detailed Public Involvement Plan									
Phase I Public Meetings including Community Visioning Workshops									
Phase II									
City Council Presentation (Move from Month 4 to 5)				●	→				
Phase II Public Meetings— Review Preliminary Recommendations with Community									
Phase III									
Phase III Public Meetings— Review Final Recommendations with Community (Move from Month 9 to 8)								●	←
Transit Advisory Board Presentation									
MPO Policy Committee Presentation									
City Council Presentation									
Evaluate Supportive Land Use and Urban Design Elements									
Existing Conditions & Trends Preliminary Report									
Define Potential Transit Corridors									
Technical Memo #1: Transit Corridors & Stations									
Evaluate Preferred Transit Technologies									
Technical Memo #2: Preferred Transit Technologies									
Develop Performance Measures									
Technical Memo #3: Performance Measures									
Develop Initial Operations and Capital Plan									
Draft Long Range Operations and Capital Plan									
Develop City RoadRUNNER Long Range Transit Plan									
City RoadRUNNER Long Range Transit Plan									



opportunity for land use development supporting transit use. This coordination creates a vision of the land use densities, mix of uses, and urban design elements that make a transit-oriented community successful.

The HDR team will deliver the following specific elements as part of Task #1 and document the findings in an Existing Trends and Conditions Preliminary Report:

- a. Conduct current inventory of residential housing stock to establish a geographic need for affordable housing by income and tenancy type. The inventory will be conducted by reviewing current relevant documents and querying internet based residential property value databases. A general “windshield” survey will be conducted to ground truth information gathered through the literature review and database searches.
- b. Conduct a geographic land use analysis to identify existing opportunities and future needs to support public transit services utilizing socioeconomic, employment, housing, transportation, land use, and infrastructure data and base maps provided by local public agencies.
- c. Identify general locations within the study area, current or future, that may support or benefit from additional transit services and transit oriented development (TOD)
- d. Document general urban design/site design elements that are supportive of public transportation services and TOD.

Task #2: Define Potential Transit Corridors—A transit propensity analysis provides a multi-variable framework that will help identify recommendations for corridor and facility location opportunities. This analysis assigns weights to U.S. Census demographic data for a geographical area to obtain a measure of the area’s potential to use transit. This analysis will rely on attributes that national studies identify as having a relationship to transit patronage (Transit Cooperative Research Program (TCRP) Report 28: Transit Markets of the Future, TCRP Report 3: Workbook for Estimating Demand for Rural Passenger Transportation, and TCRP Report 27: Building Transit Ridership).

Using the transit propensity analysis results along with other attributes including existing ridership and projected population and employment, the HDR team will identify high leverage existing and future transit corridors. In addition, the data will be used to identify the general location for transit facilities as potentially including park-and-ride facilities and transit centers. All recommendations will incorporate the participation of community members through the public outreach process. The potential transit corridors and facility locations will be documented in Technical Memo #1: Transit Corridors and Stations.

Task #3: Evaluate Preferred Transit Technologies—The HDR team understands that the Las Cruces Regional Travel Demand Model is not currently calibrated for developing transit ridership projections. ~~HDR has significant experience in developing spreadsheet-based small area ridership estimation tools. These estimation tools rely on a multi-variable regression methodology that can be customized to relevant socio-economic and historic transit performance data directly drawn from the Las Cruces region.~~ While with a previous employer, both Peter Brackenhoff and Denise Watson worked with the Las Cruces Metropolitan Planning Organization on the Las Cruces Travel Demand Model and have additional experience collecting data from that model through their work together on the I-10 project. This methodology provides a reasonably reliable and economical alternative to projecting future transit ridership in lieu of a more complex travel demand model.

~~Using a small area ridership estimation tool along with the application of transit demand thresholds (i.e., estimated passenger boardings per corridor mile), HDR proposes conducting a very high-level transit mode/technology analysis. This analysis will measure the potential for success (based on estimated ridership and land use considerations) of an agreed upon list of transit modes/technologies such as small bus, bus rapid transit (BRT), modern streetcar, light rail, or other modes/technologies that the City of Las Cruces would prefer to be considered. The analysis of different transit modes/technologies will include a comparison of typical costs, passenger~~



market applicability, and service characteristics.

It is understood that Intelligent Transportation Systems (ITS) are also an important consideration in identifying long term regional transit needs. With Scott Miller, our team offers specialized experience in transit ITS applications. Scott Miller has worked on transit related ITS projects including electronic fare collection/smart card systems, real-time traveler information systems, operations control centers data integration, and data management systems. HDR will review the region's existing transit related ITS infrastructure, the regional ITS architecture, and identify long range cost effective strategies for ITS.

HDR will prepare Technical Memo #2: Preferred Transit Technologies to summarize the methodology and results of the small area ridership estimation tool, comparison and applicability of transit modes/technologies, and description of applicable transit related ITS investments.

Task #4: Develop Performance Measures—Transit performance standards and indicators will be developed, or existing local indicators modified, to use as management tools for assessing performance and attracting new ridership. Evolving transit travel demand markets, population, employment growth, or other variables could affect transit performance. The HDR team will provide recommendations for adjusting service standards/indicators to adapt to expected travel demand conditions or recommend additional standards/indicators that automatically adjust with the variables that impact transit performance. The HDR team will, as needed, incorporate thresholds or tolerances for service type (demand response, local bus, etc.), geography (corridor, subarea, etc.), land use/development patterns, and other factors that could affect service performance. Where appropriate, concepts from the Transit Cooperative Research Program Transit Capacity and Quality of Service Manual will be applied in defining transit service performance standards and indicators. Performance measures will be documented in Technical Memo #3.

Task #5: Develop Initial Operations & Capital Plan—The draft Operations and Capital Plan will include a list of recommended operational and capital projects to implement in phases through the 2040 planning

horizon. The HDR team will provide a blueprint for the phased implementation of the plan. Cynthia Whitehead, the HDR team's Financial Planning Lead, will work with the Financial Advisory Committee (FAC) and project stakeholders to develop a recommended funding strategy. Cynthia is uniquely qualified to develop a funding strategy based on her experience as the Chief Financial Office at Capital Metro in Austin, Texas. Maps and other graphics will be provided to illustrate proposed facility/corridor locations and operations concepts. It is understood that the consultant will assist with the development of a FAC early in the project development process. Cynthia will assist with the development of the FAC and facilitate one charrette with the group to obtain guidance for the funding assessment. A Draft Long Range Operations and Capital Plan will document the initial transit service and funding recommendations. This document will be revised in Task #6 following community and stakeholder input.

Task #6: Final City RoadRUNNER Long Range Transit Plan—During the final phase of the planning process, the HDR team will refine service and capital elements and update the financial estimates accordingly. In addition, a policy framework for financing transit investments and delivering efficient and seamless service to the Las Cruces Area will be developed as part of the City RoadRUNNER Long Range Transit Plan.

4. d. Public and Stakeholder Involvement Plan

Creating the public and stakeholder involvement plan is essential to ensure choice rider support and an enhanced transit system for the Las Cruces community. Creating the plan will provide the HDR team with a structured outline of the goals and objectives required to achieve the City's vision of transit in the near and distant future. Implementing the plan will help the project team to obtain information and preferences from the public, as well as funding and regulatory agencies in order to make that vision a reality. Potential stakeholders include existing and future riders, local businesses, the public school system, and the New Mexico State University. In addition, every effort will be made to reach traditionally underserved populations, including low-income and minority households and persons with disabilities. As public outreach



is implemented and coordination continues, additional stakeholders will be identified, and integrated into the project development process.

The HDR team will work with the City to determine the best approach to reach the individuals within those key groups. Our local experience will ensure that this outreach is done in an efficient, hands-on way that demonstrates consistency and builds trust within the community.

4. e. Evidence of Past Successes in Public Involvement on Transit Planning Projects

Past lessons have taught us that a myriad of outreach methods involving various media, as well as locating on or near major transit routes, result in extensive stakeholder involvement that benefits the entire project. HDR's transit planning group has been led or been extensively involved in several major stakeholder outreach programs, including:

- **Valley Metro Rail CP/EV LRT, Tempe and Mesa Extensions**—HDR's public involvement group led stakeholder and business outreach programs along the light rail alignment. Their ongoing work includes monthly Community Advisory Board meetings and continuous contact with the local community.
- **METRO Solutions, Houston, Texas**—Created an open and transparent process with ample opportunity to inform, educate and involve individuals, neighborhood associations, business and civic groups, affected agencies, and local, state, and federal jurisdictions.
- **Tucson Modern Streetcar, Arizona**—Working with a local sub to manage the public involvement process through a Community Liaison Group and public outreach materials. Our outreach work on this project was praised by the local business community for making them comfortable and familiar with the planning process and the upcoming construction.

HDR has also been involved in several transit planning projects where we supported the local government in community outreach leading up to voter approval for a potential project. We have been successful in achieving these positive results in Houston, Austin, Arizona, and other communities throughout the U.S.

5. Past Performance

Cost Control, Work Quality, & Meeting Schedules

Cost Control—HDR's record of construction estimation is better than average. HDR develops construction cost estimates based on historical records and publications, including bid tabulations, schedules of values from past projects, and the Means Cost Estimating Guide. Cost estimates are prepared at the initial 30% submittal and refined with each phase of the project. As comments and issues are received, we review them for the impact to engineering and project cost.

Quality of Work—In February 1998, HDR implemented a formal Quality Assurance/Quality Control program. These procedures were officially adopted, communicated to all employees, and made integral to all of our design processes. The focus of these procedures is to properly define all design requirements, to check and cross-check all work products, and to verify and audit adherence to these requirements. Project Manager Amanda Luecker will prepare a specific QA/QC plan prior to commencing work that will be submitted to the City for review. The project team will conduct Quality Control Reviews to verify that all project deliverables and supporting documents are complete, understandable, conform to standards, and meet the City's expectations. We will conduct reviews on all reports, studies, drawings, specifications, calculations, schedules, cost estimates, and any other document that constitutes or supports a project deliverable. HDR's quality assurance plan is not an outline of quality control procedures; it is a commitment to a quality process. Generally, 5% of project hours are applied to QC procedures and review (depending upon specific project scope and complexity).

Ability to Meet Schedules—Prior to beginning any project assignment, HDR will prepare a project plan—a detailed time- and cost-loaded schedule with specific project meeting dates, deliverables. We will draft the plan upon coordination with the City's task point of contact to assure accuracy and completeness. This plan then becomes the roadmap for completing the project. In this way, team buy-in is achieved, and the lines of communication

have been established. The project meetings and submittal dates will serve as milestones to gauge the progress of project activities. In addition, team leaders will be responsible for identifying changes in the schedule and can quickly bring any changes to the Project Manager's attention. Changes that affect critical tasks will require a team meeting to identify how we will get the project back on schedule. All scope changes will be immediately incorporated into the project schedule. Schedule changes due to changes in the scope will be discussed at the time of approval. We will investigate all reasonable methods to maintain the original schedule regardless of project changes. At each project meeting, participants will review the project plan, discuss any deviations from the plan, and initiate corrective actions as needed.

We encourage you to contact the following clients for references on relevant projects.

HDR Engineering, Inc.

Mid-Region Transit District (Rio Metro) Transit and Finance Plan—Mid-Region Transit District, Albuquerque, NM

Bruce Rizzieri, ABQ Ride (City of Albuquerque Public Transit Department); (505) 724-3181

Transportation Alternatives in Central Indiana
Central Indiana Transit Task Force, Indianapolis, IN
Lori Miser, Indianapolis Metropolitan Organization, (317) 327-5269

MAG Regional Transit Framework Study (RTFS)—
Maricopa Association of Governments (MAG),
Phoenix, AZ

Kevin Wallace, Maricopa Association of Governments; (602) 254-6300

Parametrix

Mason Corridor BRT Project, City of Fort Collins, CO
Kurt Ravenschlag, City of Fort Collins, Transfort Administration Services; (970) 224-6161

Transit Strategic Plan, Fort Collins, CO
Nicole Hahn, Transit Planner, City of Fort Collins; (970)224-6195

NM 460 Corridor Study, NMDOT
Alvin Dominquez, NMDOT-District 1; (575) 525-7331

Lakeland Hills South Master Plan, Auburn, WA
Kathy Fewins, Investco Financial Co.; (253) 836-6200

OV Consulting

Land Use and Transit Study for the I-70 Corridor, I-70 Coalition, Silverthorne, CO

Dr. Flo Raitano, Executive Director I-70 Coalition; (970) 393-2394

6. Public Involvement Processes and Techniques

Kelly Sims with HDR and Denise Weston with Parametrix will lead the public involvement effort for the Long Range Transit Plan. With over 20 years of experience successfully implementing public outreach efforts on transportation projects, our team is fully equipped to bring a combination of traditional and innovative techniques to the project.

Techniques that can be used to achieve the goals of the public involvement plan, ones that we have used on previous transportation projects, include the following: completing on-board surveys, utilizing social networking sites, creating an interactive project website, conducting bilingual surveys, facilitating charrettes, and attending local events such as farmers markets and neighborhood association meetings. Many of these additional efforts are at minimal cost and would be used to supplement the public meeting schedule requested as part of the Request for Proposal (RFP) process. All of the outreach efforts will include a Spanish-translation option by an actual team member.

The RFP recommends a minimum of nine public meetings broken down into three phases. This is expected to include a large event for the general public in each phase, 3-5 meetings for the financial advisory group, and 4 formal presentations. In response to funding constraints, additional public meetings such as community visioning workshops and area-specific meetings will be considered on an as-needed basis throughout project development. Cost-saving measures could include participation in established local events. Our team's local presence would make this participation easy and cost-effective.

Subsequent to an initial meeting with the RFP steering committee, the first event could be a kick-off meeting for the general public. Considering the

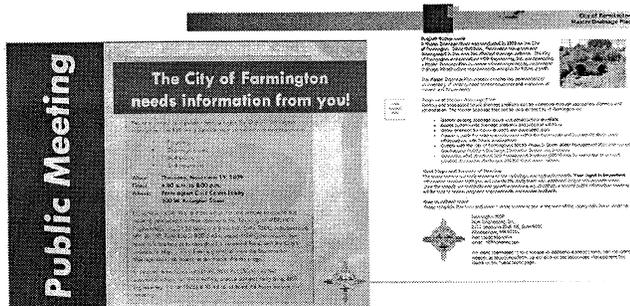
targeted population, a successful approach in Las Cruces might be to host a community event where participants could bring their families and enjoy food and fun. This would provide a welcoming venue for residents where they could provide comments, concerns, and transit enhancement ideas. In addition to providing information on existing conditions and ridership data, RoadRUNNER could use this event as an opportunity to promote the transit system, practice bicycle loading, and collect valuable input. This initial event is a great opportunity to solicit interested members of the community to participate in the financial advisory group, with final selection of volunteers completed by the RFP Steering committee in conjunction with the project team.

The second public event should provide a true, interactive component and may include a day-long workshop (or charrette) with potential routes, visioning, and real-time renderings. This would

Three of the public meetings would involve the financial advisory group. Previous experience with this type of group has proven to be successful when a formal invite, preferably from the City Manager, is extended to anticipated members stressing the importance of their full participation. Often, an extended lunch-time event is enticing and makes for easy participation by community and business members. Ultimately, this group may need to meet more than three times to ensure realistic, implementable results for the financial future of the transit system.



HDR prepared for and facilitated a well-attended public meeting for the City of Rio Rancho's Paseo del Volcan project in August 2008.



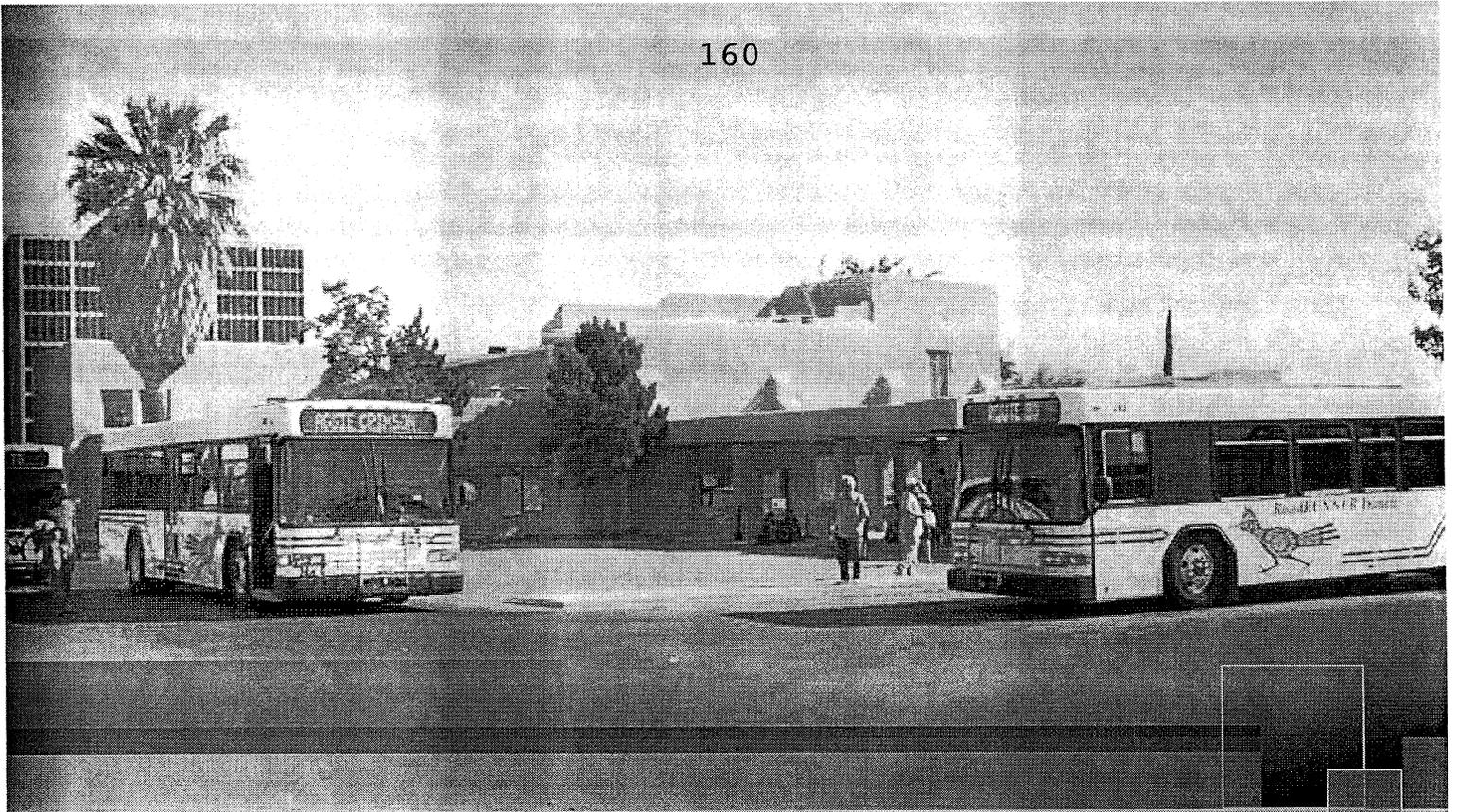
"Thanks for the work on the public meeting... I thought the flyers and forms and exhibits were great."
 —Ryan Gladden, Associate Project Engineer, City of Farmington, NM

allow a venue for detailed input and evaluation of proposed transit improvements. The third public event might need a bit more structure than the kick-off meeting but should still provide an entertaining and casual environment where proposed improvements could be viewed and evaluated. The first and last public meetings should be events that encourage participation by the entire community. This LRTP and the outreach efforts associated with it are a great opportunity to educate and entice choice riders of all ages; and a true cross-section of ridership is what makes a successful transit system. For all public events, engaging and comprehensible visuals will be essential in presenting the most effective message to the public.

In addition to the public meetings, presentations will be given to the City Council, Transit Advisory Board, and Las Cruces Metropolitan Planning Organization Policy Committee. These efforts will be more traditional, and will include presentations such as PowerPoint and hand-outs, as applicable. Key team members will be present to provide information and address all questions and concerns.

Addenda Acknowledgement

We acknowledge receipt of Addendum #1 dated May 5, 2010, and Addendum #2 dated May 25, 2010.



HDR

2155 Louisiana Boulevard NE, Suite 9500
Albuquerque, NM 87110-5483
505.830.5400 www.hdrinc.com