

SACMETRO FREEWAY SERVICE PATROL PROGRAM



Request for Qualifications

for

Freeway Service Patrol Roadside Assistance and Tow Services

issued by

Sacramento Transportation Authority
801 12th Street, 5th Floor
Sacramento, California 95814

Submittal Deadline:

3:00 p.m., Monday, ~~December 17, 2018~~ **January 7, 2019**

I.0 BACKGROUND

The Freeway Service Patrol (FSP) is a program designed to reduce congestion by rapidly removing disabled vehicles and vehicles involved in minor accidents from the freeway corridor. FSP operators do this by providing "quick fix" services such as changing flat tires, providing jump starts, providing a gallon of fuel, taping hoses, and performing other minor repairs as necessary. When a vehicle cannot be mobilized within a 10-minute timeframe, FSP will tow the vehicle to a designated drop location safely off the freeway. All FSP services are provided at no cost to the motorist.

The SacMetro Freeway Service Patrol Program is a joint effort between the Sacramento Transportation Authority (STA), the California Department of Transportation (Caltrans) and the California Highway Patrol (CHP). The STA administers the Program, Caltrans provides state funding, and CHP provides field supervision. The Capital Valley Service Authority for Freeways and Expressways (SAFE) provides a significant portion of funding to meet the local match money requirement.

The SacMetro FSP Program currently operates across seven beats with 15 trucks to cover the most-congested portions of every major highway and freeway in Sacramento and Yolo Counties. Regular coverage includes weekdays from 6:30 a.m. to 9:30 a.m. and from 2:30 p.m. to 6:30 p.m., holidays excluded. In Yolo County, there is additional Sunday/Monday holiday coverage from 1:00 p.m. to 7:00 p.m. Enhanced FSP may also be employed at or near freeway projects to mitigate traffic impacts during construction.

FSP contracts with private tow companies to provide the roadside assistance and towing services. There are three FSP contracts, each contract encompassing two to three beats, each beat consisting of two to three trucks. Each contract is for a term of four (4) years with an option for a fifth year based on satisfactory performance. Contracts are staggered so as to not expire simultaneously.

2.0 INTRODUCTION

The STA issues this Request for Qualifications (RFQ) to tow providers that may be potentially interested in providing roadside assistance and towing services for the SacMetro FSP Program. The purpose of the RFQ is to establish a list of interested firms which meet the desired qualifications established by the STA, Caltrans, and CHP. This list will be used to direct subsequent Request for Bids (RFBs) for contracts for specific FSP beats during the next 24 months.

Firms that do not submit Qualifications or firms that do not meet the requirements identified in this RFQ will not be invited to participate in any Request for Bids subsequent to this RFQ

It is anticipated, but not guaranteed, that the STA will invite the firms on the resulting list to provide price proposals (“bids”) in the spring of 2019, the fall of 2019 and the fall of 2020. From the qualified bids submitted, the STA may award contracts to the lowest responsible bidder in accordance with Section 180154 of the Local Transportation Authority and Improvement Act (Public Utilities Code, §180000 et seq.).

3.0 CONTRACTOR REQUIREMENTS

- a) Business License. Firms must have a business license and have been in business for at least the last 36 consecutive months.
- b) Minimum Level of Experience. Firms must have either:
- Three (3) years of satisfactory experience with a FSP program within California or on Rotation Tow with the CHP, or
 - Three (3) years of satisfactory experience with an auto club, a local law enforcement agency, or other organization, which included towing on or off of a highway or freeway.

Firms without FSP experience within the last five years must submit one letter from CHP, an auto club or a law enforcement agency attesting to the firm’s satisfactory prior performance. Firms with FSP experience other than SacMetro FSP must provide the name(s) and contact information of the FSP program manager or other person most-familiar with their FSP job and contract performance.

- c) Local Office or “Main” Office & Remote Location. Firms must either:
- Maintain a local office within 30 minutes driving time (at the speed limit) prior to the AM shift of the applicable beat(s). The office will be deemed the permanent location from where FSP tow business will be conducted and where all FSP vehicles will be staged and maintained, or
 - Deem an office outside the 30 minutes driving time as a “Main” office and have an identified proposed staging/parking/satellite location that is within 30 minutes driving time (at the speed limit) prior to the AM shift of the applicable beat(s). The remote location does not need to be staffed, however, it shall be a secure location with adequate storage space for FSP trucks and minor FSP equipment (e.g., forms, brochures, records, flares, sand). Drivers operating from the staging/parking/satellite location must have the ability to communicate with the main office location at all times.

The local or “main” office must provide a telephone, a computer or similar device with the ability to access the internet for email and online vehicle monitoring, and a document scanner or similar equipment that can convert documents into portable document format (PDF). The office must pass an inspection and uphold all office equipment and supply requirements throughout the contract period.

d) Program Field Manager. Firms must:

- Have a designated Field Manager for the FSP program with at least two (2) years of experience in the towing industry or similar field. The Field Manager must have the authority to make decisions on behalf of the Firm and must be available by telephone, instant messages, or email during FSP operating hours and respond within two (2) hours if response is required.
- If the Field Manager is also an FSP driver, he/she must delegate their responsibilities to the Office Staff while the Field Manager is on shift.

e) Financial Stability and Responsibility. Firms desiring to contract with the STA must be financially sound, having sufficient funds or business credit to obtain and maintain all required equipment, maintain payments on all FSP related purchases or leases, and support the payroll of FSP tow drivers. Firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five (5) years must submit evidence of financial stability and responsibility through the following items:

- Dunn and Bradstreet Report or credit report by a recognized credit reporting service, issued after January 1, 2018
- A recent letter from their bank indicating the length of their relationship, their current standing with the bank, and the average monthly balance of the firm’s account for the last available consecutive 12-month period and an indication of the firm’s access to credit, and
- A recent letter from a bank, dealer, lease or finance corporation or other that indicates that the firm has the pre-approval, credit or financial ability to purchase vehicles necessary for FSP operation.

(All financial information from this section shall be received as confidential and will not become part of the STA’s public record.)

Generally, firms should be in good standing with the bank, maintain an average monthly balance sufficient to meet at least 2.5 months of payroll and not have a significant incidence of delinquent payments. However, each firm's financial stability and responsibility will be reviewed individually, and unique circumstances may be considered.

- f) Management Ability. Firms desiring to contract with the STA must be successfully and professionally managed. Firm must have in place and maintain throughout the contract period an accounting system that maintains accountability of FSP-related costs and income, and document with verifiable source documents all FSP costs, including tow operator timesheets.

Firms must also have in place procedures for maintaining the firm's quality and performance standards. Firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five (5) years need provide details and explain the following:

- Accounting records and bookkeeping system
- Standards of performance, safety and appearance
- Communication, monitoring, and supervision of vehicles and operators in the field
- Vehicles and equipment maintenance schedule

- g) Special Provisions. FSP is subject to certain provisions in the law that may affect each participating firm differently. An adequate understanding of these provisions is required because of their potential impact on a firm's normal operation. Firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five years are asked to briefly describe their understanding about the following items, indicate if their operation is or will be impacted and, if so, how compliance with the provisions are or will be implemented:

- Hours of Service and Logbook Requirements (Title 13, California Code of Regulations, Sections 1212, 1212.5 and 1213)
- Medical Certificate (California Vehicle Code, Section 12804.9)

- h) Limitation on Adverse Actions Related to Towing. Firms must not have been subject to an adverse action related to towing activities within the last two (2) years. Adverse actions include termination of a towing contract with a government agency for cause; suspension of a towing contract or agreement with a government agency; or having been the subject of an adverse administrative finding and action by a government

agency relating to theft, dishonesty, overcharging customers, or improper business practices. In addition, no business principals shall have been found guilty or entered a plea of no contest in a criminal action regarding theft or dishonesty relating to the towing service. This requirement is designed to protect the public served by the FSP program, the STA, Caltrans, and the California Highway Patrol (CHP) from dishonest proposers or proposers which have shown an inability to meet contract requirements and responsibilities.

- i) Limitation on Adverse Actions Related to Contract Performance or Management. Firms may not have been subject to an adverse action related to contract performance or contract management with STA, SacMetro FSP, CHP, Caltrans or other FSP programs in California within the last four (4) years. Adverse actions include the firm's termination of a towing contract; STA's termination of a contract with firm for cause; documented unresponsiveness in dealing with identified problems and issues related to contract management or contract performance; or documented failure or inability to work effectively and cooperatively under contract with staff of CHP, Caltrans, SacMetro FSP or other FSP programs within California. This requirement is designed to protect the SacMetro FSP's ability to provide Freeway Service Patrol to the motoring public in an efficient, effective and orderly manner.

4.0 GENERAL CONDITIONS

Each Firm shall be solely responsible for examining, with appropriate care, the RFQ Documents, including any Addenda issued during the qualification period, and for informing itself with respect to any and all conditions which may in any way affect the performance of the work in the event the Firm is selected. Failure of the Firm to so examine and inform itself shall be at its sole risk and no relief for error or omission will be given.

Information provided within the submitted RFQ Document will be corroborated with information gathered from references, site visits, and/or interviews.

5.0 RFQ APPLICATION FORMS

Firms interested in submitting qualifications in response to this RFQ should request an application packet. Qualifications must be made on the official application forms contained in the RFQ packet. Please contact Jennifer Doll at (916) 323-0897 or jennifer@sacta.org. Packets will be emailed or sent via the U.S. Postal Service by request.

6.0 RFQ SUBMITTAL AND CONTACT INFORMATION

Interested firms must submit one original and four (4) paper copies of their Qualifications package in a sealed envelope labeled "Freeway Service Patrol Qualifications," and received by STA **no later than 3:00 p.m., Monday, ~~December 17, 2018~~ January 7, 2019**. Postmarks and facsimiles will not be accepted. All Qualifications must be completed using the official forms and include all information required in this RFQ (additional sheets may be attached as necessary). You may staple or use paper clips to keep your pages together but do not put the pages in a binder or cover. Qualifications and all inquiries relating to this RFQ shall be submitted to the SacMetro Freeway Service Patrol Program Manager at the address shown below:

Jennifer Doll
Sacramento Transportation Authority
801 12th Street, 5th Floor
Sacramento, California 95814

Firms are strongly encouraged to call if they have any questions regarding this RFQ. For telephone inquiries, call (916) 323-0897. E-mail inquiries may be addressed to jennifer@sacta.org.

7.0 SELECTION PROCESS

The STA will conduct a formal review process to determine the firms that meet the minimum requirements of the RFQ. A Review Committee comprised of staff representatives from STA, CHP and one or two other local transportation agencies will convene to review and evaluate all submitted Qualifications.

The entire Review Committee or representative(s) of the Committee will contact references, conduct site visits, and interviews in an effort to corroborate, verify or augment submitted information. The Committee may further request additional information and/or preform background checks.

The Review Committee will, at the completion of the review and evaluation process, make a recommendation to the STA Governing Board on which firms meet all the requirements of the RFQ.

The STA Governing Board will, at a regularly-scheduled meeting, consider the Review Committee's recommendation and establish a list of qualified firms.

8.0 RESULT OF REQUEST FOR QUALIFICATIONS

The resulting product of this RFQ will be a list of pre-qualified tow providers that are eligible to provide cost proposals (“bids”) to the STA in response to any Requests for Bids (RFBs) for FSP services issued through November 19, 2020. Only those firms that successfully participate in this RFQ process, meet all of the requirements contained herein, and are approved by the STA Governing Board on the list of qualified firms will be invited to participate in subsequent RFBs soliciting low bids for FSP services. The SacMetro FSP will only contract with high-quality firms with a demonstrated record and reputation for outstanding service and reliability. Not all firms who submit Qualifications will be deemed qualified. This RFQ further does not promise that any firm will be able to meet all of the qualifications or that any firm(s) will be invited to participate in future RFBs.

9.0 DISPUTES

A firm may object to a provision of the RFQ on the grounds that it is arbitrary, biased, or unduly restrictive. Firms may also object to the selection or non-selection of a particular firm to the list of qualified firms on the grounds that STA procedures, the provisions of the RFQ or applicable provisions of federal, state or local law have been violated or inaccurately or inappropriately applied. Disputes may be filed by submitting to the Program Manager a written explanation of the basis for the protest:

- For objections to RFQ provisions: no later than fifteen (15) working days prior to the date Qualifications are due.
- For objections to the Review Committee’s recommendation on the Qualifications of a particular firm to the list of qualified firms: no later than three (3) working days after the date firms are notified of the Review Committee’s recommendation. This does not preclude firms from addressing the STA Governing Board directly regarding the staff recommendation.
- For objections to the STA Governing Board’s final action establishing a list of qualified firms based on the RFQ: no later than three (3) working days after the Governing Board’s formal action.

Protests must clearly and specifically describe the basis for the protest in sufficient detail for FSP Program Manager to recommend a resolution to the STA Executive Director. The STA Executive Director will respond to the protest in writing.

APPENDIX A — QUALIFICATIONS FORMS

Firms must use all of the following forms to complete their Qualifications, although answers may be made on attached sheets. Additional sheets may be attached as needed. A firm may, at its option, also attach any additional information that would be helpful in determining the firm's compliance with the requirements of the RFQ.

- **Form 1 — Qualifications Cover Letter**
- **Form 2 — Requirement for Office Questionnaire**
- **Form 3 — Evidence of Requisite Experience**
- **Form 4 — Evidence of Financial Responsibility**
- **Form 5 — Evidence of Sound Management**
- **Form 6 — Evidence of Understanding of Special Provisions**
- **Form 7 — Contractor's References**
- **Form 8 — Statement of No Adverse Actions (Towing)**
- **Form 9 — Statement of No Adverse Actions (Contracts)**
- **Form 10 — Contribution Disclosure Form**

Firms are responsible for ensuring that all ten forms are completed and signed (where applicable) and included in their submittals. Firms are encouraged to use this page as a checklist. Incomplete Qualifications shall be considered ineligible from further consideration.

Interested firms must submit one original and four (4) paper copies of the Qualifications packet in a sealed envelope labeled "Freeway Service Patrol Qualifications," and be accepted by STA no later than 3:00 p.m., Monday, ~~December 17, 2018~~ **January 7, 2019** to:

Jennifer Doll
Sacramento Transportation Authority
801 12th Street, 5th Floor
Sacramento, California 95814

Postmarks and facsimiles will not be accepted. Staples or paper clips may be used to keep pages together but **do not bind or use a cover** for your Qualifications packets.

FORM 1 – QUALIFICATIONS COVER LETTER

Firm Name

DATE: _____

TO: Jennifer Doll
Sacramento Transportation Authority
801 12th Street, 5th Floor
Sacramento, CA 95814

FROM: _____ (Firm)

In response to the Request for Qualifications (RFQ) for Freeway Service Patrol (FSP), we the undersigned hereby declare that we have carefully read and examined the RFQ documents and hereby submit our Qualifications for consideration to be deemed eligible to bid on FSP contracts by meeting all of the minimum requirements of this RFQ.

Firm acknowledges that the following person is authorized to represent the firm on its behalf with the STA in connection with this RFQ:

(Name) (Title) (Email)

(Print Name of Authorizing Official) (Title of Authorizing Official)

(Signature of Authorizing Official)

(Street Address/P.O. Box) (City, State, Zip Code)

(Business License Number) (Telephone Number)

(Business License Classification) (Tax I.D. Number)

Firm is a (check one): Sole Proprietorship Partnership Corporation, State: _____

FORM 2 – OFFICE REQUIREMENT QUESTIONNAIRE

Firm Name

Which of the following options describes your firms plans for meeting the office requirement.

LOCAL OFFICE

Firm currently has a local office within the 30 minutes driving time of the applicable beats.

(Street Address) (City, State, Zip Code)

Office Hours (Monday – Friday): _____

Office has required equipment: telephone, computer with internet access & document scanner.

"MAIN" OFFICE & REMOTE LOCATION

Firm currently has a main office outside the 30 minutes driving time of the applicable beats and has identified a proposed staging/parking/satellite location that is within 30 minutes driving time of the applicable beats.

Main Office Information

(Street Address) (City, State, Zip Code)

Office Hours (Monday – Friday): _____

Office has required equipment: telephone, computer with internet access & document scanner.

Remote Location Information

Explain the status of acquiring the location.

(Street Address) (City, State, Zip Code)

Location is secure with adequate storage space for FSP trucks and minor FSP equipment.

FORM 3 – EVIDENCE OF REQUISITE EXPERIENCE

Firm Name

To be completed by firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five (5) years. If this form does not apply to you, draw a line across the page and include it with your RFQ packet.

Questions

An answer is required for each of the following.

1. Number of years firm has been in business: _____

2. Experience with FSP:

Month/Year Started	Month/Year Ended	FSP Program Name (Location) & Contact Information

3. Experience with CHP Rotation Tow:

Month/Year Started	Month/Year Ended	Location & Contact Information

4. Experience with other organizations or law enforcement agencies:

Month/Year Started	Month/Year Ended	Names of organizations or agencies

Attachment – Reference Letter

Firms without any FSP experience within the last five (5) years are required to submit one letter from CHP, auto club or a local law enforcement agency attesting to the firm's satisfactory performance of the assigned duties. The letter must be on letterhead and attached to this form.

Reference Organization/Agency Name: _____

FORM 4 – EVIDENCE OF FINANCIAL RESPONSIBILITY

Firm Name

To be completed by firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five (5) years. If this form does not apply to you, draw a line across the page and include it with your RFQ packet.

Attach all of the following:

- Dunn and Bradstreet Report or credit report by a recognized credit reporting service, issued after January 1, 2018
- A recent letter from their bank indicating the length of their relationship, their current standing with the bank, and the average monthly balance of the firm's account for the last available consecutive 12-month period and an indication of the firm's access to credit, and
- A recent letter from a bank, dealer, lease or finance corporation or other that indicates that the firm has the pre-approval, credit or financial ability to purchase vehicles necessary for FSP operation.

*All financial information from this section shall be received as **confidential** and will not become part of the STA's public record.*

FORM 5 – EVIDENCE OF SOUND MANAGEMENT

Firm Name

To be completed by firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five (5) years. If this form does not apply to you, draw a line across the page and include it with your RFQ packet.

Questions

Describe your ability to successfully and professionally manage the business according to the items listed below. Additional sheets may be attached as necessary. Please be concise.

1. Describe the management's experience including the type and length of experience.

2. Describe how accurate and professional accounting and bookkeeping records are maintained and updated.

3. Describe your method for maintaining professional standards of performance, safety and appearance, including hiring and disciplinary practices.

4. Your firm currently maintains the following related to Question 3: (Check all that apply)

Employee Files (application, background information, I-9 and W-4)

Cal/OSHA Requirements (i.e. Injury & Illness Prevention Program, Hazardous Materials Binder/File)

Employee Manual/Handbook

State and Federal Labor Law Posters

FORM 5 – EVIDENCE OF SOUND MANAGEMENT, Continued

5. Employee Details:

Current Number of Employees

Current Employee Hourly Rate Range (i.e. \$12 to \$20)

Number of Employees with firm provided Health Benefits

How many current Employees have been continuously employed by the firm for:

Less than one (1) Year

One (1) Year

Two (2) – Three (3) Years

More than Four (4) Years

Will the firm hire or use a current employee for the Program Field Manager? Explain why.

Describe any employee incentive programs the firm provides.

6. Fleet Details:

Number of Service Trucks (non-tow)

Number of Flatbeds

Number of Wreckers

Number of Active Vehicles

Number of Vehicles OUT OF SERVICE

Describe how the vehicles in the field are monitored and supervised.

Describe your vehicle and equipment maintenance schedule and how it is implemented, including where the vehicles are service.

FORM 7 – CONTRACTOR REFERENCES

Firm Name

To be completed by firms new to SacMetro FSP or who have not been under contract with SacMetro FSP within the last five (5) years. If this form does not apply to you, draw a line across the page and include it with your RFQ packet.

References

Provide three complete and current references from individuals, companies, law enforcement agencies, service clubs, public agencies, etc., who are knowledgeable of your firm's experience and capabilities with regard to towing services. Firms are encouraged to include references from public agencies and/or other clients for whom they have performed services similar to those required for FSP. *References from relatives and/or current FSP Staff are not acceptable.*

1. Client's Name _____
Contact Person _____
Phone _____
E-Mail _____
Address _____
Type of Work _____
Performed _____
2. Client's Name _____
Contact Person _____
Phone _____
E-Mail _____
Address _____
Type of Work _____
Performed _____
3. Client's Name _____
Contact Person _____
Phone _____
E-Mail _____
Address _____
Type of Work _____
Performed _____

FORM 8 – STATEMENT OF NO ADVERSE ACTIONS RELATED TO TOWING

Firm Name

Firms may not have been subject to adverse actions related to towing activities within the last two (2) years. If you answer 'Yes' to either question but feel there are extenuating circumstances to be considered, you may attach additional pages as necessary to describe the special circumstances and explain why the adverse action(s) will have no forward bearing on your firm's ability to perform tow activities for SacMetro FSP.

Questions

An answer is required for each of the following.

1. Have you or your company, or any agent on behalf of you or your company, been subject to adverse actions related to towing activities within the last two (2) years? Adverse actions include termination of a towing contract with a government agency for cause; suspension of a towing contract or agreement with a government agency; or having been the subject of an adverse administrative finding and action by a government agency relating to theft, dishonesty, overcharging customers, or improper business practices.

No Yes, describe:

2. Have you or your company, or any agent on behalf of you or your company, or business principals been found guilty or entered a plea of no contest in a criminal action regarding theft or dishonesty relating to towing service?

No Yes, describe:

(Signature of Authorized Official)

(Date)

(Name, Title of Authorized Official)

Name of Firm

FORM 9 – STATEMENT OF NO ADVERSE ACTIONS RELATED TO CONTRACT PERFORMANCE OR MANAGEMENT

Firm Name

Firms may not have been subject to adverse actions related to contract performance or management with STA, SacMetro FSP, CHP, Caltrans or other California FSP programs within the last four (4) years. If you answer 'Yes' but feel there are extenuating circumstances to be considered, you may attach additional pages as necessary to describe the special circumstances and explain why the adverse action(s) will have no forward bearing on your firm's ability to satisfactorily perform under contract with SacMetro FSP.

Questions

An answer is required for each of the following.

1. Have you or your company, or any agent on behalf of you or your company, been subject to an adverse action related to contract performance or management with STA, SacMetro FSP, CHP, Caltrans, or other California FSP program within the last four (4) years? Adverse actions include the firm's termination of a towing contract; STA's termination of a contract with firm for cause; documented unresponsiveness in dealing with identified problems and issues related to contract management or contract performance; or documented failure or inability to work effectively and cooperatively under contract with staff of CHP, Caltrans, SacMetro FSP or other FSP programs within California.

No Yes, describe:

(Signature of Authorized Official)

(Date)

(Name, Title of Authorized Official)

Name of Firm

FORM 10 – CONTRIBUTION DISCLOSURE FORM

Firm Name

California Government Code § 84308 precludes an officer of a local government agency from participating in the award of a contract if he or she receives any political contributions totaling more than \$250 in the 12 months preceding the pendency of the contract award, and for three (3) months following the final decision, from the person or company awarded the contract. This prohibition applies to contributions to the officer or received by the officer on behalf of any other officer, or on behalf of any candidate for office or on behalf of any committee. Answering yes to either of the two questions below does not preclude STA from awarding a contract to your firm. It does, however, preclude the identified Board member(s) from participating in a contract award process involving your firm.

As November 1, 2018, the STA's Governing Board members are:

Curt Campion	Larry Carr	Albert Fox	Sue Frost
Garrett Gatewood	Eric Guerra	Steve Hansen	Jeff Harris
Kerri Howell	Patrick Hume	Patrick Kennedy	Don Nottoli
Susan Peters	Jay Schenirer	Phil Serna	Darren Suen
Nick Avdis (<i>alternate</i>)	Mark Crews (<i>alternate</i>)	Jeff Slowey (<i>alternate</i>)	Steve Detrick (<i>alternate</i>)
Andy Morin (<i>alternate</i>)	Donald Terry (<i>alternate</i>)		

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to any STA Board Member in the preceding twelve (12) months?

No Yes, to: _____ on (date) _____

2. Do you or your company, or any agency on behalf of you or your company, anticipate or plan to make any political contributions of more than \$250 to any STA Board Member in the three months following the award of a contract subsequent to this Request for Qualifications?

No Yes, to: _____

(Signature of Authorized Official)

(Date)

(Name, Title of Authorized Official)

Name of Firm

APPENDIX B — MAP OF FSP BEATS AND BOUNDARIES

