



CERTIFIED BY TAXPAYERS

Protecting Public Investment

CASE STUDY

Making Tracks in Railway Responsibility

HERZOG'S COMMITMENT TO SATISFYING LOCAL GOVERNMENT CLIENTS THROUGH THIRD-PARTY CERTIFICATION

Herzog, a leading rail and heavy/ highway contractor in North America, has been providing solutions to complex transportation problems for more than 50 years. Through their seven divisions, Herzog has the capability to build, operate and maintain a variety of rail systems -- if it's on the railway, they can do it. As the largest private passenger rail operations and maintenance provider in the U.S., their clients include many local governments and agencies such as San Diego MTS and SANDAG.



With over 50 years of experience, Herzog believed they were doing a good job satisfying government contracts and using taxpayer dollars effectively. However, since Herzog's values include safety, quality, integrity, and innovation, they wanted to verify they were staying true to their values through a definitive and unbiased review of their performance. They wanted feedback on the following:

- Were they meeting their client's expectations?
- What were government clients saying about them?
- Were they providing real value to local citizens and taxpayers?

Herzog was introduced to [Certified By Taxpayers](#), a certification program created by the [San Diego County Taxpayers Association \(Association\)](#), which verifies private contractors who work for the public to ensure transparent and effective use of limited taxpayer dollars.

"We had good reason to believe we did a good job, but we didn't know for sure. We needed an independent set of eyes to rate our performance."

Norman Jester, VP of Business Development, Marketing and Political Affairs



HERZOG



THE ASSOCIATION GATHERED DATA from all the places where Herzog performed work for taxpayers, and analyzed Herzog's past project performance against **taxpayer-established industry standards**. The standards were developed through in-depth research, engagement with industry, and procurement officers in the government. The Association interviewed Herzog's clients, evaluated their metrics, and worked with the agencies that Herzog serves to get an extensive and thorough understanding of their performance.



"The Taxpayer team is a bright group. They were able to easily grasp the rail industry jargon and worked with us to really understand our metrics, business, and industry. They came to really understand our business and industry at a deep level."

Through a rigorous research process, the Association assessed Herzog to have an overall rating of "Good," based on their pre-established standards of performance in commuter rail.

"Being Certified By Taxpayers is a GOLDEN STAMP OF APPROVAL. Now we know for certain that Herzog is satisfying our clients' needs and using taxpayer dollars in an efficient and effective manner."

Herzog received a verification letter to explain the certification to their current and potential clients. This gives Herzog an advantage in the proposal process as they are able to showcase their independently-certified performance with potential government clients.

"The certification is a good marketing tool for us. We insert the certificate and verification letter into our proposals, which GIVES US AN EDGE over other companies."

"I would strongly recommend the certification. One piece of advice is that contractors must be willing to put in the effort to work with the Association. The outcome is well worth the time, effort and money."



Learn about Herzog at www.herzog.com

Learn about the Certified By Taxpayers program for commuter rail and youth wraparound services at www.sdcta.org/certified-by-taxpayers



HERZOG