2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Finance Committee

Meeting Agenda - Final

Thursday, June 12, 2025 **11:00 AM** **RTA Board Room**

The New Orleans Regional Transit Authority (RTA) hereby declares that, in accordance with La. R.S. 42:17.1 (A)(2)(a)-(c), a meeting will be held in person on Thursday, June 12, 2025 at 11:00 a.m. Meetings start at the scheduled time, but may be delayed until a quorum of the Commissioners is present. The agency's website will stream the in-person meeting live, and wearing masks in the boardroom is optional.

Written comments on any matter included on the agenda will be accepted in the following ways: 1) Submission of a Speaker Card on meeting day; 2) Electronically by email sent to: rtaboard@rtaforward.org prior to the meeting; or 3) By U.S. Mail send to 2817 Canal Street, Attention: Office of Board Affairs, New Orleans, LA 70119.

This meeting is accessible to persons with disabilities. To help assure availability, modifications or accommodations linked to a disability must be requested 72 hours before the meeting or hearing. Please direct requests for public meeting accommodations to the Office of Board Affairs, 2817 Canal Street, NOLA 70119, or call 504-827-8341 or by email (rtaboard@rtaforward.org).

1. Call To Order

2. Roll Call

3. Consideration of Meeting Minutes

[Finance Meeting Minutes - May 8, 2024] **25-074**

4. Committee Chairman's Report

5. Chief Executive Officer's Report

6. Chief Financial Officer's Report

[April 2025 Financials] **25-075**

7. DBE Report

8. Chief Planning and Capital Project Officer's Report

9. Procurements

Award Contract for Streetcar System Modernization Master Plan **25-054**

Award Contract for Climate Adaptive Transit Shelter Design **25-055**

Fare Collection System Upgrade Consultant **25-067**

10. Authorization

CY 2024 Louisiana Compliance Questionnaire **25-069**

11. New Business

12. Audience Questions & Comments

13. Adjournment

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-074 **Board of Commissioners**

[Finance Meeting Minutes - May 8, 2024]

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Finance Committee

Meeting Minutes - Draft

Thursday, May 8, 2025	11:00 AM	RTA Board Room

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1. Call To Order

2. Roll Call

Commissioners Present: Commissioner Walton and Commissioner Colin

Commissioner Absent: Commissioner Moore

3. Consideration of Meeting Minutes

[Finance Meeting Minutes - April 10, 2025] 25-062

Commissioner Colin moved and Commissioner Walton seconded to adopt the Finance Committee Meeting Minutes of April 10, 2025. The motion was approved unanimously.

4. Committee Chairman's Report

No Report.

5. Chief Executive Officer's Report

The monthly Chief Executive Officer's Report was presented. This report can be found in the PowerPoint Presentation for the Finance Committee Report.

Highlights from the report:

- Salary information requested by Cm Guidry will be available before May's Board meeting.
- An Operator saw a child wandering and stayed until NOPD arrived.
- Supervisors are stepping up and driving buses when call-ins are most frequent during festival events.
- The City and RTA is preparing for Hurricane Season. Any person looking to evacuate will be picked up at any RTA's bus stop heading downtown and will be taken to the City of New Orleans Central Hub.
- The agency has 80 buses in service and 82 buses are required. Out of the 130 vehicles that the RTA has, 26 of those vehicles are going through some type of maintenance and each vehicle has a timeline for completion. CEA's are in place to put the buses on higher ground to save them from flooding during a hurricane.

6. Chief Financial Officer's Report

The monthly Chief Financial Officer's Report was presented. This report can be found in the PowerPoint Presentation for the Finance Committee Report.

Highlights from the CFO report:

- The total budgeted amount for Capital Funding was divided by 12 for Capital Projects.
- The RTA is under contract for Diesel Fuel but the price for fuel does fluctuate.
- For the RTA to provide the required service, staff is presently working on the riders' profile. Staff has found that ridesharing to be too expensive, but if RTA performance is strong, ridership will continue to rise.

7. DBE Report

The monthly DBE Report was presented. This report can be found in the PowerPoint Presentation for the Finance Committee Report.

All the DBE Workshops are advertised through social media and the RTA clients send the information for these workshops to their clients.

8. Chief Planning and Capital Project Officer's Report

The monthly Chief Planning and Capital Project Officer's Report was presented. This report can be found in the PowerPoint Presentation for the Finance Committee Report.

The CEO stated that the RTA will bring the Streetcar Preservationist to the table to discuss and communicate the changes to the St. Chares Streetcar Line and explain how this change to the streetcars will benefit all people. The RTA will always have a mixture of vehicles such as electric, hybrid and diesel and staff does have a Fleet Replacement Plan.

9. Procurements

A. Authorizations:

Purchase of Paratransit Vehicles **24-126**

The goal for the number of Paratransit Vehicles is 46.

Commissioner Walton moved and Commissioner Colin seconded to approve the Purchase of Paratransit Vehicles. The motion was approved unanimously.

Enactment No: 25-027

Purchase of Handheld Radios **25-051**

Commissioner Colin moved and Commissioner Walton seconded to approve the Purchase of Handheld Radios. The motion was approved unanimously.

Enactment No: 25-029

B. Amendments:

Change Order for Transit Security Services **25-048**

The CEO stated that this amended for Security Services will get the agency through the end of September and staff will do a RFP to get a vendor for these services. The last amendment was approved in June 2024.

Commissioner Colin wants to make sure that the RTA was getting the best service for these contract amendments.

Commissioner Walton moved and Commissioner Colin approved the Change Order for Transit Security Services. The motion was approved unanimously.

Enactment No: 25-028

C. Informational Report:

An update on Various RTA Insurance Coverages 2025-2026 (Agenda Item 25-056)

The RTA's policies will expire by the end of this month, and this pricing information is for the 2025-2026 calendar year.

10. New Business

None.

11. Audience Questions & Comments

None.

12. Adjournment

Commissioner Walton moved and Commissioner Colin seconded to adjourn the Finance Committee Meeting of May 8, 2025. The motion was adjourned unanimously.

[05.08.25 Fin PowerPoint] **25-064**

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-075 **Finance Committee**

[April 2025 Financials]

April 2025
Analysis of Financials

Budget	Actuals	Variances Amount	%age	Explanation of Variance
Passenger Revenue				
3,968,812	3,468,924	(499,888)	(12.6%)	Passenger Fares were 12.6% ($500K) under projections through April while ridership was 11.7% (604K) under budget.
Sales Tax				
36,651,040	39,597,223	2,946,183	8.0%	Sales tax collections are 8% above projections through April.
Labor				
22,820,224	20,245,405	2,574,819	11.3%	Labor is $2.6M (11.3%) under budget through April.
Fringe Benefits				
7,574,140	7,007,718	566,422	7.5%	Fringe Benefits are 7.5% ($566K) under projections through April.
Services				
6,386,096	2,995,264	3,390,832	53.1%	Most Service line items are well under budget through April. Professional/Technical Services (legal fees, consultants, other outside services, etc.), Contract Maintenance Services and Private Security are the main contributors to these shortfalls.
Materials and Supplies				
4,736,168	3,380,000	1,356,168	28.6%	Diesel fuel prices for the month of April were budgeted at $3.55/gal. (excl. $0.21/gal. tax). Actual diesel fuel prices for April averaged $2.14/gal. (before taxes), which was $1.41/gal. under budget and $0.08 below the average price for March. Diesel fuel consumption for April was 30,757 gallons under budget.
Taxes				
142,012	67,557	74,455	52.4%	All taxes were under budget through April.
Miscellaneous Expenses				
336,068	180,507	155,561	46.3%	Miscellaneous expenses, including travel and other miscellaneous, were 46.3% under budget through April.

CONSOLIDATED INCOME STATEMENT
BUDGET TO ACTUAL COMPARISON
April 30, 2025
Unaudited

	Current Month Budget	Actual	$ Var.	%Var.	Year to Date Budget	Actual	$ Var.	%Var.	CY2025 Budget
Operating Revenues									
Passenger Fares	992,203	1,020,015	27,812	2.80%	3,968,812	3,468,924	(499,888)	(12.60%)	11,906,432
General Use Sales Tax	7,676,539	9,266,125	1,589,586	20.71%	30,706,156	33,758,976	3,052,820	9.94%	92,118,471
State Motor Vehicle Sales Tax	635,906	491,489	(144,417)	(22.71%)	2,543,624	1,944,288	(599,336)	(23.56%)	7,630,875
Hotel/Motel Sales Tax	850,315	1,301,298	450,983	53.04%	3,401,260	3,893,959	492,699	14.49%	10,203,780
Other Revenue	221,190	310,353	89,163	40.31%	884,760	860,056	(24,704)	(2.79%)	2,654,281
Total Operating Revenues	**10,376,153**	**12,389,280**	**2,013,127**	**19.40%**	**41,504,612**	**43,926,203**	**2,421,591**	**5.83%**	**124,513,839**
Operating Expenses									
Labor	5,705,056	4,939,398	765,658	13.42%	22,820,224	20,245,405	2,574,819	11.28%	68,460,671
Fringe Benefits	1,893,535	1,927,582	(34,047)	(1.80%)	7,574,140	7,007,718	566,422	7.48%	22,722,422
Services	1,596,524	760,935	835,589	52.34%	6,386,096	2,995,264	3,390,832	53.10%	19,158,293
Materials and Supplies	1,184,042	930,712	253,330	21.40%	4,736,168	3,380,000	1,356,168	28.63%	14,208,507
Utilities	144,208	135,472	8,736	6.06%	576,832	511,429	65,403	11.34%	1,730,500
Casualty & Liability	986,667	987,294	(627)	(0.06%)	3,946,668	3,390,591	556,077	14.09%	11,840,000
Taxes	35,503	3,861	31,642	89.12%	142,012	67,557	74,455	52.43%	426,030
Miscellaneous	84,017	67,468	16,549	19.70%	336,068	180,507	155,561	46.29%	1,008,205
Leases and Rentals	20,000	7,052	12,948	64.74%	80,000	66,789	13,211	16.51%	240,000
Total Oper. Exp. (excl. Depr.)	**11,649,552**	**9,759,774**	**1,889,778**	**16.22%**	**46,598,208**	**37,845,260**	**8,752,948**	**18.78%**	**139,794,628**
Net Operating Revenue	**(1,273,399)**	**2,629,506**	**3,902,905**	**(306.50%)**	**(5,093,596)**	**6,080,943**	**11,174,539**	**(219.38%)**	**(15,280,789)**
TMSEL Legacy Costs									
TMSEL Pension Costs	0	0	0	0.00%	0	0	0	0.00%	0
TMSEL Health Benefit Costs	92,944	14,066	78,878	84.87%	371,776	489,141	(117,365)	(31.57%)	1,115,331
TMSEL All Other Costs	33,750	239,344	(205,594)	(609.17%)	135,000	622,843	(487,843)	(361.37%)	405,000
Total TMSEL Legacy Costs	**126,694**	**253,410**	**(126,716)**	**(100.02%)**	**506,776**	**1,111,984**	**(605,208)**	**(119.42%)**	**1,520,331**
Net Rev. (Before Gov't. Asst.)	**(1,400,093)**	**2,376,096**	**3,776,189**	**(269.71%)**	**(5,600,372)**	**4,968,959**	**10,569,331**	**(188.73%)**	**(16,801,120)**
Maritime Operations									
Passenger Fares	92,207	86,657	(5,550)	(6.02%)	368,828	291,035	(77,793)	(21.09%)	1,106,479
Labor and Fringe Benefits	(23,873)	(22,513)	(1,360)	5.70%	(95,492)	(87,575)	(7,917)	8.29%	(286,480)
Services	(81,554)	0	(81,554)	100.00%	(326,216)	(29,818)	(296,398)	90.86%	(978,652)
Materials and Supplies	(45,433)	(8,387)	(37,046)	81.54%	(181,732)	(24,586)	(157,146)	86.47%	(545,198)
Taxes	(544)	(423)	(121)	22.24%	(2,176)	(954)	(1,222)	56.17%	(6,522)
Purchased Transportation	(1,028,806)	(739,018)	(289,788)	28.17%	(4,115,224)	(3,562,519)	(552,705)	13.43%	(12,345,667)
Other Operating Expenses	(44,281)	0	(44,281)	100.00%	(177,124)	(274)	(176,850)	99.85%	(531,372)
Preventive Maintenance	52,036	50,521	(1,515)	(2.91%)	208,144	202,084	(6,060)	(2.91%)	624,438
LA State Appropriations	250,000	0	(250,000)	(100.00%)	1,000,000	0	(1,000,000)	(100.00%)	3,000,000
State Subsidy	428,333	428,333	0	0.00%	1,713,332	1,713,332	0	0.00%	5,140,000
Total Maritime Operations	**(401,915)**	**(204,830)**	**(197,085)**	**(100.00%)**	**(1,607,660)**	**(1,499,276)**	**(108,384)**	**(100.00%)**	**(4,822,974)**
Government Operating Assistance									
Preventive Maintenance	1,672,860	1,587,525	(85,335)	(5.10%)	6,691,440	6,350,100	(341,340)	(5.10%)	20,074,324
State Parish Transportation	191,015	156,405	(34,610)	(18.12%)	764,060	637,697	(126,363)	(16.54%)	2,292,180
ARPA Funding and Other Operating Grants	478,852	44,032	(434,820)	(90.80%)	1,915,408	44,032	(1,871,376)	(97.70%)	5,746,226
Total Government Oper. Asst.	**2,342,727**	**1,787,962**	**(554,765)**	**(23.68%)**	**9,370,908**	**7,031,829**	**(2,339,079)**	**(24.96%)**	**28,112,730**
Net Revenue (After Gov't. Asst.)	**540,719**	**3,959,228**	**3,024,339**	**559.32%**	**2,162,876**	**10,501,512**	**8,121,867**	**375.51%**	**6,488,636**

CONSOLIDATED INCOME STATEMENT
BUDGET TO ACTUAL COMPARISON
April 30, 2025
Unaudited

	Current Month				Year to Date				
	Budget	Actual	$ Var.	%Var.	Budget	Actual	$ Var.	%Var.	
Net Revenue (After Gov't. Asst.)	**540,719**	**3,959,228**	**3,024,339**	**559.32%**	**2,162,876**	**10,501,512**	**8,121,867**	**375.51%**	**6,488,636**
Government Non-Operating Rev. (Exp.)									
Federal - Capital (RTA)	2,690,160	604,101	(2,086,059)	(77.54%)	10,760,640	3,302,793	(7,457,847)	(69.31%)	32,281,920
Local - Capital (RTA)	1,141,840	151,025	(990,815)	(86.77%)	4,567,360	825,699	(3,741,661)	(81.92%)	13,702,078
Capital Expenditures (RTA)	(3,832,000)	(755,126)	3,076,874	(80.29%)	(15,328,000)	(4,128,492)	11,199,508	(73.07%)	(45,983,998)
Total Federal and State Sources (Ferry)	1,126,534	9,661	(1,116,873)	(99.14%)	4,506,136	9,661			
Other Local Sources/Restricted Capital Res. (Ferry)	317,238	2,415	(314,823)	(99.24%)	1,268,952	2,415	(1,266,537)	(99.81%)	13,518,414
Capital Expenses (Ferry)	(1,443,772)	(12,076)	(1,431,696)	99.16%	(5,775,088)	(15,973)	5,759,115	(99.72%)	3,806,854
Loss on Valuation of Assets	0	0	0	0.00%	0	0	0	0.00%	0
Total Gov't. Non-Operating Rev. (Exp.)	**0**	**0**	**0**	**0.00%**	**0**	**(3,897)**	**(3,897)**	**0.00%**	**17,325,268**
Total Revenues (Expenses) Before Capital Expenditures and Debt	**540,719**	**3,959,228**	**3,418,509**	**632.22%**	**2,162,876**	**10,497,615**	**8,334,739**	**385.35%**	**23,813,904**
Capital Expenditures									
Interest Income - Capital (bonds)	1,147	23,416	22,269	1941.50%	4,588	102,435	97,847	100.00%	13,764
Other Interest Income	130,092	45,372	(84,720)	(65.12%)	520,368	214,878	(305,490)	(58.71%)	1,561,100
Debt Service	(671,958)	(154,528)	517,430	77.00%	(2,687,832)	(5,707,972)	(3,020,140)	(112.36%)	(8,063,500)
Total Capital Expenditures	**(540,719)**	**(85,740)**	**454,979**	**84.14%**	**(2,162,876)**	**(5,390,659)**	**(3,227,783)**	**(149.24%)**	**(6,488,638)**
Net Revenue less Capital Expenditures & Principal on Long Term Debt	**0**	**3,873,488**	**3,873,488**	**100.00%**	**0**	**5,106,956**	**5,106,956**	**100.00%**	**17,325,266**
Other Funding Sources									
Restricted Oper. / Capital Reserve	0	(3,873,488)	3,873,488	(100.00%)	0	(5,106,956)	5,106,956	(100.00%)	0
Total Other Funding	**0**	**(3,873,488)**	**3,873,488**	**(100.00%)**	**0**	**(5,106,956)**	**5,106,956**	**(100.00%)**	**0**
Net Revenue / Expense	**0**	**0**	**0**	**0.00%**	**0**	**0**	**0**	**0.00%**	**17,325,266**
Depreciation - Local	378,071	378,071	0	0.00%	1,512,282	1,512,282	0	0.00%	4,536,847
Depreciation - Federal	1,512,282	1,512,282	0	0.00%	6,049,130	6,049,130	0	0.00%	18,147,389
Total Depreciation	**1,890,353**	**1,890,353**	**0**	**0.00%**	**7,561,412**	**7,561,412**	**0**	**0.00%**	**22,684,236**

CONSOLIDATED INCOME STATEMENT
ACTUAL TO ACTUAL COMPARISON
April 30, 2025
Unaudited

	Current Month				Year to Date			
	Prior Yr.	Current Yr.	$ Var.	%Var.	Prior Yr.	Current Yr.	$ Var.	%Var.
Operating Revenues								
Passenger Fares	930,011	1,020,015	90,004	9.68%	3,809,713	3,468,924	(340,789)	(8.95%)
General Use Sales Tax	8,212,183	9,266,125	1,053,942	12.83%	30,673,707	33,758,976	3,085,269	10.06%
State Motor Vehicle Sales Tax	469,865	491,489	21,624	4.60%	1,988,449	1,944,288	(44,161)	(2.22%)
Hotel/Motel Sales Tax	1,818,973	1,301,298	(517,675)	(28.46%)	5,193,901	3,893,959	(1,299,942)	(25.03%)
Other Revenue	179,683	310,353	130,670	72.72%	722,255	860,056	137,801	19.08%
Total Operating Revenues	**11,610,715**	**12,389,280**	**778,565**	**6.71%**	**42,388,025**	**43,926,203**	**1,538,178**	**3.63%**
Operating Expenses								
Labor	4,667,522	4,939,398	(271,876)	(5.82%)	18,948,632	20,245,405	(1,296,773)	(6.84%)
Fringe Benefits	1,579,342	1,927,582	(348,240)	(22.05%)	6,411,768	7,007,718	(595,950)	(9.29%)
Services	1,358,592	760,935	597,657	43.99%	2,697,908	2,995,264	(297,356)	(11.02%)
Materials and Supplies	1,213,905	930,712	283,193	23.33%	3,715,018	3,380,000	335,018	9.02%
Utilities	386,988	135,472	251,516	64.99%	672,217	511,429	160,788	23.92%
Casualty & Liability	956,855	987,294	(30,439)	(3.18%)	3,123,146	3,390,591	(267,445)	(8.56%)
Taxes	40,754	3,861	36,893	90.53%	124,089	67,557	56,532	45.56%
Miscellaneous	34,787	67,468	(32,681)	(93.94%)	117,836	180,507	(62,671)	(53.19%)
Leases and Rentals	16,697	7,052	9,645	57.76%	57,222	66,789	(9,567)	(16.72%)
Total Oper. Exp. (excl. Depr.)	**10,255,442**	**9,759,774**	**495,668**	**4.83%**	**35,867,837**	**37,845,260**	**(1,977,423)**	**(5.51%)**
Net Operating Revenue	**1,355,273**	**2,629,506**	**1,274,233**	**94.02%**	**6,520,188**	**6,080,943**	**(439,245)**	**(6.74%)**
TMSEL Legacy Costs								
TMSEL Pension Costs	0	0	0	0.00%	0	0	0	0.00%
TMSEL Health Benefit Costs	76,294	14,066	(62,228)	(81.56%)	439,124	489,141	50,017	11.39%
TMSEL All Other Costs	134,333	239,344	105,011	78.17%	690,691	622,843	(67,848)	(9.82%)
Total TMSEL Legacy Costs	**210,627**	**253,410**	**42,783**	**20.31%**	**1,129,815**	**1,111,984**	**(17,831)**	**(1.58%)**
Net Rev. (Before Gov't. Asst.)	**1,144,646**	**2,376,096**	**1,231,450**	**107.58%**	**5,390,373**	**4,968,959**	**(421,414)**	**(7.82%)**
Maritime Operations								
Passenger Fares	118,918	86,657	(32,261)	(27.13%)	473,163	291,035	(182,128)	(38.49%)
Labor and Fringe Benefits	(44,629)	(22,513)	22,116	(49.56%)	(264,120)	(87,575)	176,545	(66.84%)
Services	(45,056)	0	45,056	(100.00%)	(2,787,415)	(29,818)	2,757,597	(98.93%)
Materials and Supplies	(74,507)	(8,387)	66,120	(88.74%)	(232,401)	(24,586)	207,815	(89.42%)
Taxes	(352)	(423)	(71)	20.21%	(2,781)	(954)	1,827	100.00%
Purchased Transportation	(804,154)	(739,018)	65,136	(8.10%)	(2,192,588)	(3,562,519)	(1,369,931)	62.48%
Other Operating Expenses	(72)	0	72	(100.00%)	(503)	(274)	228	(45.38%)
Preventive Maintenance	48,985	50,521	1,536	3.14%	147,925	202,084	54,159	36.61%
LA State Appropriations	428,333	0	(428,333)	0.00%	1,713,332	0	(1,713,332)	100.00%
State Subsidy	833,333	428,333	(405,000)	(48.60%)	3,333,332	1,713,332	(1,620,000)	(48.60%)
Total Maritime Operations	**460,799**	**(204,830)**	**(665,629)**	**(144.45%)**	**187,944**	**(1,499,276)**	**(1,687,220)**	**(897.72%)**
Government Operating Assistance								
Preventive Maintenance	1,261,245	1,587,525	326,280	25.87%	4,987,231	6,350,100	1,362,869	27.33%
State Parish Transportation	187,920	156,405	(31,515)	(16.77%)	487,089	637,697	150,608	30.92%
ARPA Funding	0	44,032	44,032	0.00%	0	44,032	44,032	0.00%
Total Government Oper. Asst.	**1,449,165**	**1,787,962**	**338,797**	**23.38%**	**5,474,320**	**7,031,829**	**1,557,509**	**28.45%**
Net Revenue (After Gov't. Asst.)	**3,054,611**	**3,959,228**	**904,617**	**29.61%**	**11,052,637**	**10,501,512**	**(551,125)**	**(4.99%)**

CONSOLIDATED INCOME STATEMENT
ACTUAL TO ACTUAL COMPARISON
April 30, 2025
Unaudited

	Current Month				Year to Date			
	Prior Yr.	Current Yr.	$ Var.	%Var.	Prior Yr.	Current Yr.	$ Var.	%Var.
Net Revenue (After Gov't. Asst.)	**3,054,611**	**3,959,228**	**904,617**	**29.61%**	**11,052,637**	**10,501,512**	**(551,125)**	**-4.99%**
Government Non-Operating Rev. (Exp.)								
Federal - Capital (RTA)	3,606,997	604,101	(3,002,896)	(83.25%)	5,632,422	3,302,793	(2,329,628)	(41.36%)
Local - Capital (RTA)	901,749	151,025	(750,724)	(83.25%)	3,125,398	825,699	(2,299,699)	(73.58%)
Capital Expenditures (RTA)	(4,508,746)	(755,126)	3,753,620	(83.25%)	(8,757,820)	(4,128,492)	4,629,328	(52.86%)
Total Federal and State Sources (Ferry)	66,667	9,661	(57,006)	(85.51%)	783,901	9,661	(774,240)	(98.77%)
Other Local Sources/Restricted Cap. Res. (Ferry)	(83,333)	2,415	85,748	(102.90%)	(979,876)	2,415	982,291	(100.25%)
Capital Expenses (Ferry)	0	(12,076)	(12,076)	#DIV/0!	0	(15,973)	(15,973)	#DIV/0!
Loss on Valuation of Assets	0	0	0	0.00%	0	0	0	0.00%
Total Gov't. Non-Operating Rev. (Exp.)	**(16,667)**	**0**	**16,667**	**(100.00%)**	**(195,975)**	**(3,897)**	**192,079**	**(98.01%)**
Total Revenues (Expenses) Before Capital Expenditures and Debt	**3,037,945**	**3,959,228**	**921,284**	**30.33%**	**10,856,662**	**10,497,615**	**(359,047)**	**(3.31%)**
Capital Expenditures								
Bond Interest Income	11,905	23,416	11,511	96.69%	47,620	102,435	54,815	115.11%
Other Interest Income	54,234	45,372	(8,862)	(16.34%)	216,935	214,878	2,057	0.95%
Debt Service	(559,725)	(154,528)	405,197	(72.39%)	(2,238,900)	(5,707,972)	3,469,072	(154.95%)
Total Capital Expenditures	**(493,586)**	**(85,740)**	**407,846**	**(82.63%)**	**(1,974,346)**	**(5,390,659)**	**(3,416,313)**	**173.04%**
Net Revenue less Capital Expenditures & Principal on Long Term Debt	**2,544,358**	**3,873,488**	**1,329,130**	**(52.24%)**	**8,882,316**	**5,106,956**	**(3,775,360)**	**42.50%**
Other Funding Sources								
Restricted Oper. / Capital Reserve	(2,544,358)	(3,873,488)	(1,329,130)	52.24%	(8,882,316)	(5,106,956)	3,775,360	(42.50%)
Total Other Funding	**(2,544,358)**	**(3,873,488)**	**(1,329,130)**	**52.24%**	**(8,882,316)**	**(5,106,956)**	**3,775,360**	**(42.50%)**
Net Revenue / Expense	**0**	**0**	**0**	**0.00%**	**0**	**0**	**0**	**0.00%**
Depreciation - Local	350,223	378,071	(27,847)	(7.95%)	1,421,916	1,512,282	(90,366)	(6.36%)
Depreciation - Federal	1,400,893	1,512,282	(111,390)	(7.95%)	5,687,664	6,049,130	(361,465)	(6.36%)
Total Depreciation Expense	**1,751,116**	**1,890,353**	**(139,237)**	**(7.95%)**	**7,109,580**	**7,561,412**	**(451,832)**	**(6.36%)**

Regional Transit Authority
Financial Performance Indicators
April 30, 2025
(Excludes Ferry Operations)

	Company-wide		Fixed Route Bus		Streetcar		Paratransit	
	Current Mo.	Year-to-date	Current Mo.	Year-to-date	Current Mo.	Year-to-date	Current Mo.	Year-to-date
Ridership (Unlinked Trips)	1,284,044	4,561,629	970,228	3,598,309	294,465	894,065	19,351	69,255
Total Platform Hours	68,830	256,601	44,977	167,383	12,482	45,782	11,371	43,436
Passenger Revenue	1,020,015	3,468,924	662,818	2,297,620	325,935	1,064,987	31,262	106,317
Operating Expenses	9,759,774	37,845,260	6,343,853	24,599,419	1,951,955	7,569,052	1,463,966	5,676,789
Operating Cost Per Platform Hour	141.80	147.49	141.05	146.96	156.38	165.33	128.75	130.69
Annual Budgeted Cost Per Platform Hour		157.98		141.93		188.32		143.69
Farebox Recovery Rate	10.45%	9.17%	10.45%	9.34%	16.70%	14.07%	2.14%	1.87%
Operating Cost Per Unlinked Trip	7.60	8.30	6.54	6.84	6.63	8.47	75.65	81.97
Passenger Revenue Per Unlinked Trip	0.79	0.76	0.68	0.64	1.11	1.19	1.62	1.54
Subsidy per Unlinked Trip	6.81	7.54	5.86	6.20	5.52	7.28	74.03	80.43

Regional Transit Authority
Financial Performance Indicators
Current to Prior Year Comparison

REPORT FOR THE MONTH

	Company-wide			Fixed Route Bus			Streetcar			Paratransit		
	For the Month Ended April 30			For the Month Ended April 30			For the Month Ended April 30			For the Month Ended April 30		
	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance
Ridership (Unlinked Trips)	1,284,044	1,155,696	128,348	970,228	787,253	182,975	294,465	347,824	(53,359)	19,351	20,619	(1,268)
Total Platform Hours	68,830	272,393	(203,563)	44,977	40,971	4,006	12,482	11,691	791	11,371	14,987	(3,616)
Passenger Revenue	1,020,015	843,511	176,504	662,818	526,131	136,687	325,935	291,528	34,407	31,262	25,852	5,410
Operating Expenses	9,759,774	10,255,442	(495,668)	6,343,853	6,666,037	(322,184)	1,951,955	2,051,088	(99,134)	1,463,966	1,538,316	(74,350)
Operating Cost Per Platform Hour	141.80	37.65	104.15	141.05	162.70	(21.65)	156.38	175.45	(19.07)	128.75	102.64	26.11
Annual Budgeted Cost Per Plat. Hour	157.98	125.53	32.45	141.93	122.90	19.03	188.32	156.48	31.84	143.69	108.21	35.48
Farebox Recovery Rate	10.45%	8.23%	2.23%	10.45%	7.89%	2.56%	16.70%	14.21%	2.48%	2.14%	1.68%	0.45%
Operating Cost Per Unlinked Trip	7.60	8.87	(1.27)	6.54	8.47	(1.93)	6.63	5.90	0.73	75.65	74.61	1.04
Passenger Revenue Per Unlinked Trip	0.79	0.73	0.06	0.68	0.67	0.01	1.11	0.84	0.27	1.62	1.25	0.37
Subsidy per Unlinked Trip	6.81	8.14	(1.33)	5.86	7.80	(1.94)	5.52	5.06	0.46	74.03	73.36	0.67

Regional Transit Authority
Financial Performance Indicators
Current to Prior Year Comparison

YEAR-TO-DATE REPORT

	Company-wide			Fixed Route Bus			Streetcar			Paratransit		
	For 4 Months Ending April 30,			For 4 Months Ending April 30,			For 4 Months Ending April 30,			For 4 Months Ending April 30,		
	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance
Ridership (Unlinked Trips)	4,561,629	4,259,385	302,244	3,598,309	2,980,094	618,215	894,065	1,202,314	(308,249)	69,255	76,977	(7,722)
Total Platform Hours	256,601	272,393	(15,792)	167,383	167,844	(461)	45,782	47,337	(1,555)	43,436	57,212	(13,776)
Passenger Revenue	3,468,924	3,374,045	94,879	2,297,620	2,129,430	168,190	1,064,987	1,141,205	(76,218)	106,317	103,409	2,908
Operating Expenses	37,845,260	35,867,837	1,977,423	24,599,419	27,211,701	(2,612,282)	7,569,052	4,777,819	2,791,233	5,676,789	3,878,317	1,798,472
Operating Cost Per Platform Hour	147.49	131.68	15.81	146.96	162.12	(15.16)	165.33	100.93	64.40	130.69	67.79	62.90
Annual Budgeted Cost Per Plat. Hour	157.98	125.53	32.45	141.93	122.90	19.03	188.32	156.48	31.84	143.69	108.21	35.48
Farebox Recovery Rate	9.17%	9.41%	-0.24%	9.34%	7.83%	1.51%	14.07%	23.89%	-9.82%	1.87%	2.67%	-0.79%
Operating Cost Per Unlinked Trip	8.30	8.42	(0.12)	6.84	9.13	(2.29)	8.47	3.97	4.50	81.97	50.38	31.59
Passenger Revenue Per Unlinked Trip	0.76	0.79	(0.03)	0.64	0.71	(0.07)	1.19	0.95	0.24	1.54	1.34	0.20
Subsidy per Unlinked Trip	7.54	7.63	(0.09)	6.20	8.42	(2.22)	7.28	3.02	4.26	80.43	49.04	31.39

File #: 25-054 **Finance Committee**

Award Contract for Streetcar System Modernization Master Plan

DESCRIPTION: Request board authorization to award professional services contract to HDR Engineering for a streetcar System Modernization Master Plan	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to award a contract to HDR Engineering, Inc. for the preparation of a Streetcar System Modernization Master Plan in an amount not to exceed $1,200,000.00.

ISSUE/BACKGROUND:

Streetcars have been an integral part of transit in New Orleans and the city's cultural and historical fabric for over 185 years. In addition to the St Charles line, considered the oldest continuously operating urban railway in the U.S., the RTA has added a number of newer streetcar routes-the Riverfront line (1988), Canal line and Carrollton Avenue spur (2004), and the Rampart/Loyola line (2013, 2016).

While streetcars are an iconic and charming component of the city's transit system, regular riders are familiar with the system's shortcomings. Challenges include:

- Slow travel speeds. By some measures, the RTA's streetcars are the slowest in the United States. This affects customer satisfaction, the cost of operations, and service headways.
- Safety issues. Collisions between streetcars and automobiles are frequent. In 2024 alone, there were 69 of these collisions, or approximately 6 per month.
- Accessibility. The historic Perley Thomas streetcars on St. Charles Avenue are not wheelchair accessible, and the vast majority of the stops on the St. Charles line are not wheelchair accessible. While the RTA's newer streetcar lines and vehicles are wheelchair accessible, the time involved in deploying the wheelchair lifts is considerable. Modern streetcar systems which offer level or near-level boarding provide greater convenience and accessibility.

These challenges are all noted in the RTA's Strategic Mobility Plan (SMP), an agency-wide strategic vision directed by public and stakeholder input. The original SMP was completed in 2018 and was updated in 2023. The SMP calls for improvement of the speed, reliability and safety of the streetcar network through modernization (Action #UP2).

The SMP is the foundation for the Agency's 5-year Capital Investment Program (CIP). The CIP is a 5-

year roadmap that is updated annually in line with the annual budget process. The CIP has allocated funds for this modernization initiative beginning with this Streetcar System Modernization Master Plan and concurrent efforts to make the stops along the St Charles line wheelchair accessible.

In addition to the SMP's and CIP's call for this study, the RTA has also committed to this project in a recent settlement agreement that the RTA executed with a plaintiff in January of 2025. The agreement spells out a series of steps, including completion of a Streetcar System Modernization Master Plan, to make the St. Charles line more accessible.

DISCUSSION:

In accordance with the Brooks Act, the procurement was structured as a Qualifications-Based Selection process. RFQ No. 2025-009 was publicly issued on February 12th, 2025, and closed on March 21st, 2025.

The RTA received multiple Statements of Qualifications, which were reviewed by a technical evaluation committee following an administrative screening. A selection panel convened on April 15th, 2025, and evaluated submittals based on criteria including technical experience, approach and methodology, and team composition. HDR Engineering, Inc. received the highest overall score and was deemed the most qualified firm.

The project schedule includes stakeholder engagement, alternative analysis, and presentation of a final plan and preferred scenario to the RTA Board. All technical analysis and planning work must be completed by the Fall of 2026, with the RTA Board reviewing the plan by November 2026.

The Capital Projects team prepared an independent cost estimate of $1,000,000 for the Streetcar System Modernization Master Plan. This estimate was developed using historical pricing from the RTA's New Links project and the 2018 Strategic Mobility Plan, as well as comparable procurements conducted by peer agencies. After initial discussion with HDR Engineering a not-to-exceed price of $1,200.000 was found satisfactory with the staff to accomplish RTA's goals, deliverables, and timeline for this project.

FINANCIAL IMPACT:

The Streetcar System Modernization Master Plan will not exceed $1,200,000 and is funded through a combination of American Rescue Plan Act funds (LA-2023-008) and local operating dollars for capital project planning (01-2800-02-7070-173-00-00). These funds are included in the FY2025 Budget and the 2025-2029 Capital Investment Program under CIP-2023-005.

NEXT STEPS:

Following the award, staff will execute the contract with HDR, issue a Notice-to-Proceed, and kick-off the project.

ATTACHMENTS:

1. Resolution
2. Procurement Summary - RFQ No. 2025-009

3. Streetcar Modernization RFQ Ice Summary
4. Streetcar Modernization RFQ Solicitation Request Routing Sheet

Prepared By: Rafe Rabalais, rrabalais@rtaforward.org
Title: Director of Capital Projects

Reviewed By: Dwight Norton, dnorton@rtaforward.org
Title: Chief of Planning and Capital Projects Officer

Reviewed By: Gizelle Johnson Banks
Title: Chief Financial Officer

6/6/2025

Lona Edwards Hankins
Chief Executive Officer

Date

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6301

504.827.8300
www.norta.com

RESOLUTION NO. _____

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO AWARD A PROFESSIONAL SERVICES CONTRACT TO HDR ENGINEERING, INC. FOR THE STREETCAR SYSTEM MODERNIZATION MASTER PLAN

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the New Orleans Regional Transit Authority ("RTA") has operated streetcar service in New Orleans for over 185 years, providing both vital public transportation and a cherished cultural asset; and

WHEREAS, the current streetcar system faces operational challenges including slow travel speeds, safety incidents, and accessibility challenges along the St. Charles Avenue line; and

WHEREAS, the RTA's Strategic Mobility Plan (SMP), first adopted in 2018 and updated in 2023, and the 2025-2029 Capital Improvement Program both identify modernization of the streetcar network as a critical priority to improve system performance, reliability, and accessibility; and

WHEREAS, the RTA Capital Projects team established a project budget of $1,200,000 for a Streetcar System Modernization Plan funded by American Rescue Plan Act (ARPA) funds and by local operating funds for capital project planning in the FY2025 Budget and included in the 2025-2029 5-year Capital Investment Program (CIP); and

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WHEREAS, in January 2025, the RTA executed a settlement agreement with a plaintiff committing to study improvements to the streetcar system, including enhancements to accessibility and ADA compliance; and

WHEREAS, the RTA issued a Request for Qualifications (No. 2025-009) on February 12, 2025, seeking professional services to prepare a Streetcar System Modernization Master Plan; and

WHEREAS, HDR Engineering, Inc. submitted the highest scoring proposal in response to the RFQ and was determined by the technical evaluation committee to be the most qualified firm; and

WHEREAS, HDR Engineering, Inc. was found to be both a responsive and responsible respondent; and

WHEREAS, HDR Engineering, Inc. and the RTA have agreed on a not-to-exceed price of $1,200,000.00 to complete the Master Plan; and

WHEREAS, the funding is currently available through ARPA funds (grant number LA-2023-008) and local operating funds via account codes 01-2800-02-7070-173-00-00-00000-00000-00000 and 01-2800-02-7070-176-00-00-00000-00000-00000 for a total cost not to exceed $1,200,000; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the RTA that the Chairman of the Board or his designee, is authorized to award a contract to HDR Engineering, Inc. in an amount not to exceed $1,200,000.00 for the development of a Streetcar System Modernization Master Plan.

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New Orleans, LA 70119-6301

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THE FOREGOING WAS READ IN FULL, THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE 17th DAY OF JUNE 2025.

_____

CHAIRMAN
BOARD OF COMMISSIONERS

PROCUREMENT SUMMARY-RFQ 2025-009

REQUIREMENTS

A Solicit Request Routing Sheet for Streetcar Modernization Plan with attached scope of work was received by Procurement on January 31, 2025.

SOLICITATION

Request for Quote (RFQ) No. 2025-009 Public Notice was published in The Advocate. Public Notice and the RFQ 2025-009 were posted on the RTA website beginning 01/31/25. The RFQ submittal deadline was 03/21/25 at 4:00pm.

RFQ SUBMITTAL

Submittal deadline was 03/21/25 at 4:00pm. Briana Howze handled the receipt of all submissions received. Four (4) proposals were received.

DETERMINATION

Four (4) responsive proposals were received.

SUBMITTAL ANALYSIS

Respondents	Required Forms
AE Com	All Forms Submitted
DBECO North America	All Forms Submitted
HDR Engineering	All Forms Submitted
Huitt Zollars	All Forms Submitted

SUMMARY

An Administrative Review was prepared by Briana Howze.

A technical evaluation was conducted on Wednesday April 16, 2025, at 12:00 pm. The evaluation committee consisted of the following:

Ryan Moser– Technical Evaluator
Eric Boudreaux– Technical Evaluator
Elizabeth Stancioff – Technical Evaluator
Rafe Rabalais – (Non-voting Member)

The final combined scores for the technical evaluation are as follows:

AE Com	354
DBECO North America	240
HDR Engineering	357
Huitt Zollars	344

HDR Engineering has been determined to be fair and reasonable and is recommended for award.

Independent Cost Estimate (ICE)

INDEPENDENT COST ESTIMATE SUMMARY FORM

Project Name:	Streetcar Modernization Master Plan
Project Number:	2025-PS-01
Date of Estimate:	1/28/25
Description of Goods/Services:	Strategic planning and A&E technical services to provide analysis of streetcar system develop modernization roadmap for capital project development and implementation

☒New Procurement

☐Contract Modification (Change Order)

☐Exercise of Option

Method of Obtaining Estimate:

☐Published Price List (attach source and date)

☒Historical Pricing (attach copy of documentation from previous PO/Contract)

☒Comparable Purchases by Other Agencies (attach email correspondence)

☐Engineering or Technical Estimate (attach)

☐Independent Third-Party Estimate (attach)

☐Other (specify) _____ attach documentation

☐Pre-established pricing resulting from competition (Contract Modification only)

Attach additional documentation such as previous pricing, documentation, emails, internet screen shots, estimates on letterhead, etc.

Through the method(s) stated above, it has been determined the estimated total cost of the goods/services is $1,000,000 based on the contracted costs of the New Links project for bus network redesign and 2018 costs for RTA Strategic Mobility Plan.

The preceding independent cost estimate was prepared by:

Dwight Norton

Name

Signature

AGREEMENT

BY AND BETWEEN

THE REGIONAL TRANSIT AUTHORITY

AND

NELSON\NYGAARD CONSULTING ASSOCIATES, INC.

STATE OF LOUISIANA
PARISH OF ORLEANS

This AGREEMENT made and entered into this 20th day of November, 2016 by and between the REGIONAL TRANSIT AUTHORITY (hereinafter referred to as the "RTA"), a political subdivision of the State of Louisiana, herein represented by its Chairwoman of the Board of Commissioners, Sharonda R. Williams and NELSON\NYGAARD CONSULTING ASSOCIATES, INC. (hereinafter also referred to as "Consultant" or "Contractor") a Corporation, herein represented by its Managing Director, Paul Jewel and for technical matters, Principal, Geoff Slater, authorized to do and doing business in the State of Louisiana.

WITNESSETH

WHEREAS, the RTA is a political subdivision of the State of Louisiana, charged with the responsibility of providing, maintaining and administering a transit system in the areas within its jurisdiction; and

WHEREAS, in accordance with state and federal laws and regulations, RTA issued Request for Qualifications (RFQ) No. 2016-010, as amended, (attached hereto, made a part hereof and designated Exhibit "A", RTA RFQ No. 2016-010, as amended,) to solicit a consultant to prepare a Strategic Transit Plan; and

WHEREAS, Contractor, a Corporation, submitted a response to Exhibit "A" attached hereto, made a part hereof and designated as Exhibit "B", Contractor's Submittal

dated, July 28, 2016 and Contractor also submitted a "Best and Final" offer dated, October 25, 2016, made a part hereof and attached hereto; and

WHEREAS, after evaluation of Contractor's offer, RTA determined that Contractor was responsible and had submitted the responsive offer.

NOW, THEREFORE, IN CONSIDERATION of the promises and mutual covenants and agreements herein contained, the parties hereto agree as follows:

I.
SUPERSEDING EFFECT

This Agreement supersedes all prior oral or written Agreements, if any, between the parties and constitutes the entire Agreement between the parties relative to the work to be performed under this Agreement. Any changes or modifications to this Agreement shall be accomplished solely by written amendment signed by both parties.

II.
SCOPE OF SERVICES

Contractor shall prepare a Strategic Transit Plan in accordance with the terms and conditions set forth in Exhibit "A", Exhibit "B", and Exhibit "C" Contractor agrees that all work under this Agreement shall be performed in a professional, timely manner and shall conform to or exceed in all respects the prevailing industry standards.

III.
COMPENSATION

The RTA will compensate Contractor for services to be provided under this Agreement, as specified in this agreement and pursuant to Exhibit "A". The compensation due Contractor shall not exceed $957,861.79 unless properly authorized.

Regional Transit Authority
Solicitation Request Routing Sheet

INSTRUCTION: The user department is responsible for providing all information requested below and securing the requisite signatures.

Solicitation ID	**228**
ProjectSchedule Delivery Date	**December 31, 2026**
Technical Specs attached	**No**
Scope of Work attached	**Yes**

A. I have reviewed this form and the attachments provided and by signing below I give authority to the below stated Department Representative to proceed as lead in the procurement process.

Name: **NORTON, DWIGHT**
Title: **CHIEF PLANNING & CAPITAL PROJECTS OFFICER**
Ext: **8338**

B. Name of Project, Service or Product:

Streetcar Modernization Master Plan

C. Justification of Procurement:

Strategic Mobility Plan action item UP2 calls for a modernization of streetcar services. This action is further prioritize by recent Settlement Agreement in Edmunds vs NORTA in which RTA agreed to conduct a feasibility study and alternatives analysis for ensure St Charles streetcar is fully ADA-compliant. This Master Plan is necessary to achieve these goals and cannot be conduct using staff only. These professional services require additional A&E expertise by 3rd party.

D. Certification of Authorized Grant:

Is this item/specification consistent with the Authorized Grant?

Yes

Director Grants / Federal Compliance	**Alisa P Maniger**
Signature	*Alisa P Maniger*
Date	**January 30 2025**

E. **Information Technology:**

IT Dept Head	**Sterlin J Stevens**
Signature	*Sterlin J Stevens*
Date	**1/31/2025 8:25 PM**

F. **Safety, Security and Emergency Management:** Include Standard Safety Provisions Only:

Additional Safety Requirements Attached:

Chief	**Michael J Smith**
Signature	*Michael J Smith*

Date	**January 30 2025**

G. Risk Management:

Include Standard Insurance Provisions Only?

Yes

Include Additional Insurance Requirements Attached ?

Risk Management Analyst	**Marc L Popkin**
Signature	*Marc L Popkin*
Date	**January 30 2025**

H. Funding Source:

Funds are specifically allocated in the Department's current fiscal year budget or in a grant to cover this expenditure as follows:

Multiple Years allocation if required:

Year	Amount	Budget Code
Year-1	$300,000.00	01-2800-02-7070-173-00-00-00000-00000
Year-2	$300,000.00	01-2800-02-7070-173-00-00-00000-00000
Year-3		
Year-4		
Year-5		
Total all years	$600,000.00	

Independent Cost Estimate (ICE): $1,000,000.00
Projected Total Cost: $1,000,000.00
Funding Type: Federal, Local
Grants or Capital Project ID: 2025-PS-01

Federal Funding	State	Local	Other
$400,000.00		$600,000.00	
Projected Fed Cost	**State**	**Local**	**Other**
$400,000.00		$600,000.00	

FTA Grant IDs	Budget Codes
LA2023-008 - 12.91.05B - ENG OF TRANSIT IMPROVEMENTS - RAIL	01-2800-02-7070-173-00-00-00000-00000
	01-2800-02-7070-173-00-00-00000-00000

Budget Analyst	**Erin Ghalayini**

Signature	*Erin Ghalayini*
Date	**January 30 2025**

I. DBE/SBEGoal:

% DBE	**32**
% Small Business	**0**

Director Small Business	**Adonis Charles Expose'**
Signature	*Adonis Charles Expose'*
Date	**January 31 2025**

DBE/EECompliance Manager	**Adonis Charles Expose'**
Signature	*Adonis Charles Expose'*
Date	**January 31 2025**

J. **Authorizations**: I have reviewed and approved the final solicitation document.

Department Head	**Dwight Daniel Norton**
Signature	*Dwight Daniel Norton*
Date	**January 29 2025**

Chief	**Dwight Daniel Norton**
Signature	*Dwight Daniel Norton*
Date	**January 30 2025**

Director of Procurement	**Ronald Gerard Baptiste**
Signature	*Ronald Gerard Baptiste*
Date	**February 03 2025**

FOR PROCUREMENT USE ONLY

Type of Procurement Request:

RFQ - Request for Quote

Invitation for Bid (IFB) This competitive method of awarding contracts is used for procurements of more than $25,000 in value. The agency knows exactly what and how many of everything it needs in the contract, as well as when and how the products and services are to be delivered. The award is generally based on price.

Request for Quote (RFQ) This type of solicitation is often used to determine current market pricing.

Request for Proposal (RFP) This approach to contracting occurs when the agency isn't certain about what it wants and is looking to you to develop a solution and cost estimate.

Sole Source (SS) this procurement can be defined as any contract entered into without a competitive process, based on a justification that only one known source exists or that only one single supplier can fulfill the requirements.

State Contract (SC) this procurement is via a State competitive procurement

Two-step Procurment - request for qualifications step-one used in the formal process of procuring a product or service, It is typically used as a screening step to establish a pool of vendors that are then qualified, and thus eligible to submit responses to a request for price proposal (RFP). In this two-step process, the response to the RFQ will describe the company or individual's general qualifications to perform a service or supply a product, and RFP will describe specific details or price proposals.

Required if Total Cost above $15K	
Chief Financial Officer	**Gizelle Johnson-Banks**
Signature	*Gizelle Johnson-Banks*
Date	**February 08 2025**

Required if Total Cost above $50K	
Chief Executive Officer	**Lona Edwards Hankins**
Signature	*Lona Edwards Hankins*
Date	**February 09 2025**

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-055 **Finance Committee**

Award Contract for Climate Adaptive Transit Shelter Design

DESCRIPTION: Request Board authorization to award professional services contract to Rome Office for design of climate-adaptive transit shelters and fabrication of one prototype shelter	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to award a five-year contract to Rome Office for the development of Climate Adaptive Transit Shelter designs in an amount not to exceed $650,000.

ISSUE/BACKGROUND:

Transit shelters are a critical component of an accessible, comfortable, and climate-resilient transit system. The RTA maintains approximately 2,000 bus stops across Orleans Parish, but fewer than 17% of these stops currently include shelters. This leaves many riders exposed to extreme weather conditions, including high heat, frequent rain, and prolonged sun exposure.

To address this gap in the quality and quality of shelters across the transit system, the RTA's Strategic Mobility Plan, updated in 2023, identifies transit shelter improvements as a systemwide policy. Action items under the SMP call for improving rider comfort and safety, especially in historically underserved areas, by expanding and enhancing passenger amenities. These goals are also reflected in the agency's 2025-2029 Capital Improvement Plan.

The Climate Adaptive Transit Shelter Design project will establish a set of modular, scalable shelter designs that are climate-responsive, ADA-compliant, and easy to maintain. The designs will account for variable site conditions and incorporate features such as heat-mitigating materials, integrated lighting, stormwater management, and optional elements like real-time arrival signage or solar panels. It is anticipated that the shelter design coming out of this project will also be "uniquely New Orleans," with a design that reflects the uniqueness, culture, and creativity of the city.

This is a task-order-based contract, with no guaranteed minimum. Task orders will be issued at the RTA's discretion as shelter design needs arise. The first task order will likely focus on establishing a new standard bus shelter design along with fabrication of a prototype of the bus shelter design that will allow RTA staff and the community to experience the design firsthand.

DISCUSSION:

The RTA Capital Projects team prepared an independent cost estimate of $650,000 for the Climate Adaptive Transit Shelter Design contract. This estimate was based on similar design projects undertaken by peer agencies and includes all anticipated design tasks over a five-year period. The initial task order, focused on the development of a standard shelter design, is estimated at $150,000.

The RTA received multiple Statements of Qualifications. A technical evaluation committee reviewed the submittals. Rome office received the highest overall score and was deemed the most qualified firm for this engagement.

The full scope of services will be delivered over the five-year life of the contract, with all work issued via negotiated task orders.

FINANCIAL IMPACT:

The Climate Adaptive Transit Shelter Design contract will not exceed $650,000 over a five-year term. Funding for this contract is from a combination of federal RAISE 21 grant funding (LA-2024-035) and local match (01-0000-00-1501-000-00-00-00000-00000). This project and these funding sources are included in the FY2025 Budget and the 2025-2029 Capital Improvement Program under project 2023 -FA-04. The initial task order for the development of a standard shelter design is estimated at $150,000.

NEXT STEPS:

Following the award, staff will execute the contract with Rome Office, issue a Notice-to-Proceed, negotiate the scope and cost for the initial task order, and kick off work on the initial task order.

ATTACHMENTS:

1. Resolution
2. Procurement Summary - RFQ No. 2024-034
3. Independent Cost Estimate
4. RFQ No. 2024-034

Prepared By: Rafe Rabalais, rrabalais@rtaforward.org
Title: Director of Capital Projects

Reviewed By: Dwight Norton, dnorton@rtaforward.org
Title: Chief of Planning & Capital Projects Officer

Reviewed By: Gizelle Johnson Banks
Title: Chief Financial Officer

6/9/2025

Lona Edwards Hankins
Chief Executive Officer

Date

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6301

504.827.8300
www.norta.com

RESOLUTION NO.
FILE ID NO. **25-055**

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO AWARD A PROFESSIONAL SERVICES CONTRACT TO ROME OFFICE FOR THE CLIMATE ADAPTIVE TRANSIT SHELTER DESIGN PROJECT

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the New Orleans Regional Transit Authority ("RTA") is committed to improving the comfort, safety, and accessibility of its transit system for all riders; and

WHEREAS, fewer than 17% of RTA bus stops currently include transit shelters, leaving riders vulnerable to extreme weather conditions such as high heat, heavy rainfall, and intense sun exposure; and

WHEREAS, the RTA is eager to improve the quality of its transit shelters to provide better protection for riders from the elements, to enhance rider comfort, and to have a shelter design that reflects the unique culture and creativity of New Orleans while being affordable to produce and to maintain; and

WHEREAS, the RTA's Strategic Mobility Plan (SMP), first adopted in 2018 and updated in 2023, and the 2025-2029 Capital Improvement Program both identify a climate-adaptive transit shelter design as a high-priority investment to enhance rider experience, support climate-resilience, and expand access to mobility; and

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6301

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RESOLUTION NO. _____

Page 2

WHEREAS, the RTA issued a Request for Qualifications (No. 2024-034) on October 29th, 2024, seeking professional services to develop modular, climate-adaptive transit shelter designs; and

WHEREAS, Rome Office submitted the highest scoring proposal in response to the RFQ and was determined by the technical evaluation committee to be the most qualified firm; and

WHEREAS, Rome Office was found to be both a responsive and responsible respondent; and

WHEREAS, the funding is currently available through a federal RAISE 21 grant (LA-2024-035) and local match funds via account code 01-0000-00-1501-000-00-00-00000-00000 for a total cost not to exceed $650,000; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the RTA that the Chairman of the Board or his designee, is authorized to award a contract to Rome Office in an amount not to exceed $650,000 for the Climate Adaptive Transit Shelter Design project.

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New Orleans, LA 70119-6301

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THE FOREGOING WAS READ IN FULL, THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE ___ DAY OF JUNE 2025.

_____

CHAIRMAN
BOARD OF COMMISSIONERS

PROCUREMENT SUMMARY-RFQ 2024-034

REQUIREMENTS

A Solicit Request Routing Sheet for Climate Shelter Design with attached scope of work was received by Procurement on October 10, 2024.

SOLICITATION

Request for Quote (RFQ) No. 2024-034 Public Notice was published in The Advocate. The Public Notice and the RFQ 2024-034 was posted on the RTA website beginning 10/9/24. The RFQ submittal deadline was 12/19/24 at 4:00pm.

RFP SUBMITTAL

Submittal deadline was on 12/19/24 at 4:00pm. Briana Howze handled the receipt of all submissions received. Ten (10) proposals were received.

DETERMINATION

Nine (9) responsive proposals were received. One (1) proposal was received but non responsive due to the required forms not being submitted.

SUBMITTAL ANALYSIS

Respondents	Required Forms
Bell Butler	All Forms Submitted
Concordia	All Forms Submitted
Manning	All Forms Submitted
Modstreet	All Forms Submitted
Nano	All Forms Submitted
RNDG Builders	All Forms Submitted
Rome Office	All Forms Submitted
StudioKiro	All Forms Submitted
Waggonoor and Ball	All Forms Submitted
Batture	All Forms Not Submitted

SUMMARY

An Administrative Review was prepared by Briana Howze.

A technical evaluation was conducted on Monday April 7, 2025 at 2:00 pm. The evaluation committee consisted of the following:

Django Szilagi– Technical Evaluator
Rose Quezeregue– Technical Evaluator
Larry Matheiu – Technical Evaluator
Tara Tolford – (Non-voting Member)

The final combined scores for the technical evaluation are as follows:

Bell Butler	226
Concordia	252
Manning	255
Modstreet	156
Nano	235
RNDG Builders	238
Rome Office	260
StudioKiro	235
Waggonoor and Ball	236

Rome Office has been determined to be fair and reasonable and is recommended for award.

Independent Cost Estimate (ICE)

INDEPENDENT COST ESTIMATE SUMMARY FORM

Project Name:	Climate Adaptive Transit Shelter Design
Project Number:	2023-FA-04
Date of Estimate:	8/12/2024
Description of Goods/Services:	Design of new shelters and shelter standard plans for bus stops and streetcar stations

☒New Procurement

☐Contract Modification (Change Order)

☐Exercise of Option

Method of Obtaining Estimate:

☐Published Price List (attach source and date)

☐Historical Pricing (attach copy of documentation from previous PO/Contract)

☒Comparable Purchases by Other Agencies (attach email correspondence)

☐Engineering or Technical Estimate (attach)

☐Independent Third-Party Estimate (attach)

☐Other (specify) _____ attach documentation

☐Pre-established pricing resulting from competition (Contract Modification only)

Attach additional documentation such as previous pricing, documentation, emails, internet screen shots, estimates on letterhead, etc.

This solicitation is an on-call service with no initial amount in the contract. Work will be executed through task orders and each task order price will be negotiated based on fees submitted in the RFQ. Through the method(s) stated above, it has been determined the estimated total cost of the goods/services for the initial task order is $150,000. This is based on work similar to a project for the transit agency in Raleigh, NC (see attached email). For the full term not-to-exceed five (5) years, the total value of the contract is estimated at $650,000.

The preceding independent cost estimate was prepared by:

Dwight Norton

Name

Signature

RE: Go[shelter] project design costs

Dennis Stallings <DStallings@ClarkNexsen.com>
Fri 8/9/2024 8:31 AM
To:Norton, Dwight <dnorton@rtaforward.org>
Cc:Rob Harkey <RHarkey@ClarkNexsen.com>

Good morning, Dwight,

We expended 470.5 hours on the GoRaleigh project. This included the hours spent on the competition which we did not track separately. At an average hourly rate, at the time, of $160/hour, that comes just over $75,000. That also includes a lot of time spent with various committees with the City of Raleigh that caused a redesign effort to get to the final product. With this many variables, I hope this is of some help.

I am also trying to find out the final cost for producing each of the stations. I'll forward that as soon as I get it.

Dennis

Dennis Stallings FAIA
Design Director | Principal

CLARKNEXSEN

421 North Harrington Street Suite 600
Raleigh, NC 27603
919.576.2122 Direct
919.828.1876 Office
dstallings@clarknexsen.com
www.clarknexsen.com

From: Norton, Dwight <dnorton@rtaforward.org>
Sent: Wednesday, August 7, 2024 11:52 AM
To: Dennis Stallings <DStallings@ClarkNexsen.com>
Subject: Re: Go[shelter] project design costs

|External Sender|

Thank you!

From: Dennis Stallings <DStallings@ClarkNexsen.com>
Sent: Wednesday, August 7, 2024 9:36 AM
To: Norton, Dwight <dnorton@rtaforward.org>
Subject: FW: Go[shelter] project design costs

Good morning, Dwight,

Thanks for your interest in our project. I am searching our database to find out how many hours we spent on this. It's been several years and everything has been archived. Give me a day or two and I'll get back to you with what I find.

Dennis

RE: Go[shelter] design costs for New Orleans

Walker, David <David.Walker@raleighnc.gov>

Thu 8/8/2024 12:04 PM

To:Norton, Dwight <dnorton@rtaforward.org>

All the upfront prototyping info was covered by the 'design contest'. It was a volunteer effort. We did provide $4000 each to the top three designs to actually build their design, which were then put on display and voted on by the public. If I recall, the architect that won the contest followed up with additional design work 'pro bono' to help develop a spec as he was invested and wanted to see it come to life. So the $6-8k for the engineer to provide the final design spec wasn't starting from scratch.

David Walker
Transportation Manager
GoRaleigh/GoRaleigh Access
Department of Transportation
(office) 919-996-3942
(Cell) 919-625-4310

From: Norton, Dwight <dnorton@rtaforward.org>
Sent: Thursday, August 8, 2024 11:04 AM
To: Walker, David <David.Walker@raleighnc.gov>
Subject: Re: Go[shelter] design costs for New Orleans

David - thank so much for the information.

$6-8k seems cheap! If you are able to locate I appreciate it - also were there other costs associated with the conceptual design and prototyping phases?

Great to know on the build costs - that delta seems well worth it to support a local fabricator and have a great uniquely designed shelter.

Regards,

Dwight Norton
Chief Planning & Capital Projects Officer
New Orleans Regional Transit Authority
(O) 504.827.8338
www.rtaforward.org
--sent via mobile--

From: Walker, David <David.Walker@raleighnc.gov>
Sent: Thursday, August 8, 2024 7:23:46 AM
To: Norton, Dwight <dnorton@rtaforward.org>
Subject: RE: Go[shelter] design costs for New Orleans

Hey Dwight,

I worked on the shelter project and unfortunately cannot find any files on the engineering work that had to be completed to build a spec sheet. I'm pretty certain we paid around $6000-$8000 for that engineering work, but I may have lost the files on a recent computer upgrade.

The shelters at the time ended up being about $3500 more to manufacture vs an off the shelf Brasco type shelter. Recent purchases of both have kept that delta about the same. I have attached a very recent bid that we have awarded to Jericho Palm to manufacture the shelters, benches and trash cans.

Not sure if this helps much. Be glad to answer any additional questions. I'll dig around a little more and if I do find info, I'll forward it along.

David Walker
Transportation Manager
GoRaleigh/GoRaleigh Access
Department of Transportation
(office) 919-996-3942
(Cell) 919-625-4310

From: Norton, Dwight <dnorton@rtaforward.org>
Date: Tuesday, August 6, 2024 at 11:47 AM
To: Eatman, David <David.Eatman@raleighnc.gov>
Subject: Go[shelter] design costs for New Orleans

David - I work for the transit agency in New Orleans. We are looking to embark on a similar project as GoRaleigh to design new, unique and functional transit shelters.

I was wondering if you can help get an estimate of how much was spent (and/or we should budget) for a similar design effort based on that experience. Note, I am NOT planning on a design competition but traditional RFQ.

Thank you!
Dwight

Dwight Norton

Chief Planning & Capital Projects Officer

RTA Regional Transit Authority

2817 Canal Street | New Orleans, LA 70119

Office: 504.827.8336

Email: dnorton@rtaforward.org

PUBLIC NOTICE
REGIONAL TRANSIT AUTHORITY
CLIMATE ADAPTIVE TRANSIT SHELTER DESIGN
REQUEST FOR QUALIFICATIONS (RFQ) #2024-034

Project Description: The Regional Transit Authority (RTA) is seeking a vendor to provide Climate Adaptive Transit Shelter Design per specifications in RFQ 2024-034 .

How to Obtain a copy of the RFQ: Scope of Work and further information concerning the RFQ may be obtained beginning October 29, 2024, from the RTA's Procureware website at https://norta.procureware.com/home. You will be required to first register on this website. The RFQ can also be obtained at Regional Transit Authority's website at http://www.norta.com

Responding to RFQ: Qualifications shall be submitted through RTA's Procureware website on or before 4:00 P.M., Thursday, December 12, 2024. Any questions or further information concerning this RFQ may be submitted through https://norta.procureware.com/home beginning on October 29, 2024. Only written questions submitted through https://norta.procureware.com/home shall be considered official. All answers to questions shall be by formal addenda posted to the website under RFQ #2024-034.

An **Optional** **Pre-Bid Conference** will be held on Tuesday, November 12, 2024, at 2 PM at 2817 Canal Street, New Orleans LA 70119 in the Boardroom.

RTA in accordance with 49 Code of Federal Regulations (CFR) Part 26 has an obligation to ensure nondiscrimination of Disadvantaged Business Enterprises (DBEs) and to comply with all federal, state and local regulations relative to utilization of DBEs on publicly funded projects. The RTA is committed to utilization of DBEs on all federally funded projects toward attainment of the agency's established overall goal of 32%. **A DBE goal of 18% has been established for this project.**

Notice to all offerors is hereby provided that in accordance with all applicable federal, state and local laws the RTA will ensure that DBEs are afforded full opportunity to submit offers and responses to this solicitation and to participate in any contract consummated pursuant to this advertisement. Additionally, no offeror will be discriminated against on the basis of age, sex, race, color, religion, national origin, ethnicity or disability.

The RTA reserves the right to accept or reject any and all submittals.

Lona Hankins
Chief Executive Officer
Regional Transit Authority

REQUEST FOR QAULIFICATIONS
FROM
REGIONAL TRANSIT AUTHORITY

SUBJECT: Climate Adaptive Transit Shelter Design

DATE: October 29, 2024

REQUEST FOR QAULIFICATIONS NO. 2024-034

QAULIFICATION RECEIPT DEADLINE: Thursday, December 12, 2024 - 4:00 PM

The Regional Transit Authority Request for Qualifications for the services set forth above in accordance with the scope of work enclosed herewith.

Qualifications **MUST** be received at the RTA's Offices by the date and time set as the Qualification Receipt Deadline.

Enclosures ("X" indicates item enclosed)

X Instructions to Proposers

X General Provisions

X Federal Requirements

X Evaluation

X Attachments

TABLE OF CONTENTS

INSTRUCTIONS TO QUALIFICATIONS

1.1 QUALIFICATIONS

Each submittal must include a Letter of Interest that addresses the suggested structure or organization of the proposed team (prime and sub-consultants), a detailed description of your team's approach and capability to handle project-specific issues, a schedule of the proposed work, and any other information that may assist the RTA in making a selection. Letters of Interest should be concise and limited to three (3) pages.

Qualifications shall provide a straight forward, concise delineation of the proposer's capability to satisfy the requirements of the Request for Qualifications. Each Qualification shall be submitted in the requested format, and provide all pertinent information including but not limited to information relevant to personnel assignments, specifications/scope of work, work completion, schedules, etc., as provided in this Request for Qualifications. Each Qualifications shall be signed in ink by a duly authorized officer of the company.

1.2 QUALIFICATIONS SUBMISSIONS

Qualifications can be sent electronically through RTA's ProcureWare system and uploaded through our electronic system https://norta.procureware.com/home until 4:00 P.M., on the date established as the submittal receipt deadline or upon request a hardcopy may be mailed to: Regional Transit Authority, Attn: Procurement Department, 2817 Canal Street, New Orleans, LA 70119. Qualifications received after the specified date shall be considered late and, therefore, shall not be considered for award. Each Qualifications shall be in the form specified in this Request for Qualifications, and shall be in a sealed envelope with the name of the Proposer, the date scheduled as the Qualifications receipt deadline, and the title of the Request for Qualifications marked on the outside.

1.3 PROPOSER REVIEW PROCEDURE

For the purposes of this paragraph, all submissions must be received by the RTA no later than 4:00 p.m. (Central time) on the date specified as the deadline for the submission.

A. Request for Modification or Clarification

This section establishes procedures for proposers to seek review of this Request for Qualifications and any addenda. A proposer may discuss this Request for Qualifications and any addenda with the RTA. Such discussions do not, however, relieve proposers from the responsibility of submitting written, documented requests.

Proposers may submit to the RTA requests for interpretations, clarifications or modifications concerning any term, condition and/or specification included in this Request

for Qualifications and/or in any addendum hereto. Any such request must be received by the RTA, in writing, not less than **SEVEN (7) calendar days** before the date of scheduled Qualifications receipt deadline. All requests must be accompanied by all relevant information supporting the request for modification, interpretation, clarification or addendum of this solicitation.

RTA will issue a written determination relative to each request made pursuant to this procedure. The written determination must be mailed or otherwise furnished to all proposers at least **THREE (3) calendar days** before the date scheduled as the Qualifications receipt deadline.

b. Protest Procedures

The following is an explanation of the RTA protest procedures which must be followed completely before all administrative remedies are exhausted.

Any person who is aggrieved in connection with the solicitation or award of a contract may protest to the Director of Procurement/RTA. Protests shall be submitted in writing specifically identifying the area of protest and containing any support data, test results, or other pertinent information substantiating the appeal. A protest with respect to a solicitation must be submitted in writing to the RTA at least seven (7) calendar days prior to Qualifications receipt deadline. A protest with regard to the award of a contract shall be submitted, in writing, within seven (7) calendar days after award of the contract.

Prior to any action in court, the Director of Procurement/RTA shall have the authority to settle or resolve a protest from an aggrieved person concerning the solicitation or award of a contract.

If the protest is not resolved by mutual agreement, the Director of Procurement/RTA or his designee shall within thirty (30) calendar days of protest issue a decision in writing. The decision shall:

1. State the reasons for the action taken; and
2. Inform the protestor of his/her right to administrative and judicial review.

A copy of this decision shall be mailed or otherwise furnished immediately to the protestant and any other party intervening. This decision shall be final and conclusive unless:

1. The decision is fraudulent; or
2. The person adversely affected by the decision has submitted a timely administrative appeal to the CEO/RTA.

In the event of a timely protest under these regulations, the RTA shall not proceed further with the solicitation or with the award of the contract unless the Director

of Procurement/RTA makes a written determination that the award of the contract is necessary without delay to protect the substantial interests of the RTA.

The CEO/RTA shall have the authority to review and determine any appeal by an aggrieved person from a determination by the Director of Procurement/RTA or his designee.

The aggrieved person must file an appeal within five (5) calendar days of receipt of a decision from the Director of Procurement/RTA.

On any appeal of the decision of the Director of Procurement/RTA, the CEO/RTA shall decide within thirty (30) calendar days whether the solicitation or award was made in accordance with the constitution, statutes, regulations, and the terms and conditions of the solicitation. Any prior determination by the Director of Procurement/RTA or his designee shall not be final or conclusive.

A copy of the CEO's/RTA decision shall be mailed or otherwise furnished immediately to the protestant or any other party intervening.

The decision of the CEO/RTA shall be final and conclusive unless:

1. The decision is fraudulent; or
2. The person adversely affected by the decision has timely appealed to FTA after having exhausted the local protest procedures stated above.

The RTA reserves the right to designate any person(s) other than the CEO/RTA or the Director of Procurement/RTA to perform the duties provided for in this Paragraph.

Any appeal to FTA under these protest procedures will be made pursuant to Circular 4220.1F, as amended.

1.4 CONTRACT DOCUMENTATION

Any contract resulting from this solicitation shall contain the terms and conditions included in this Request for Qualifications and any addenda issued pursuant hereto.

1.5 COST OF QUALIFICATION

Any costs incurred by proposers responding to this Request for Qualifications in anticipation of receiving a contract award will not be reimbursed by the RTA. Payments will only be made pursuant to a contract between the RTA and the successful proposer.

1.6 QUALIFICATION POSTPONEMENT AND ADDENDA

The RTA reserves the right to amend the instructions, general conditions, special conditions, plans, scope of work, and specifications of this solicitation up to the deadline date for Qualifications receipt. Copies of such addenda shall be furnished to all prospective proposers. Where such addenda require changes in the services or prices quoted, the final date set for Qualifications receipt may be postponed by such number of days as in the opinion of the RTA shall enable prospective proposers to revise Qualifications.

1.7 CANCELLATION OF REQUEST FOR QUALIFICATIONS

The RTA reserves the right to cancel this Request for Qualifications in whole or in part upon written determination by the Director of Procurement/RTA that such cancellation is in the best interest of the RTA.

1.8 QUALIFICATION REJECTION

The RTA reserves the right to accept or reject any and all Qualifications submitted.

1.9 SINGLE QUALIFICATION RESPONSE

If only one Qualifications is received in response to this Request for Qualifications, a detailed cost Qualifications may be requested of the single proposer. A cost/price analysis and evaluation and/or audit may be performed in order to determine if the offer is fair and reasonable. Award of a contract to the proposer submitting the only Qualifications received in response to this Request for Qualifications may be subject to approval by the FTA.

1.10 QUALIFICATION WITHDRAWAL

Prior to the date and time set for the Qualifications Receipt Deadline, Qualifications may be modified or withdrawn by the proposer's authorized representative in person, or by written, facsimile or electronic notice. If Qualifications are modified or withdrawn in person, the authorized representative shall make his identity known and shall sign a receipt for the Qualifications. Written, facsimile or electronic notices shall be received in the RTA Canal St. offices no later than the date scheduled as the Qualifications receipt deadline. After the Qualifications Deadline, Qualifications may not be withdrawn for sixty (60) calendar days.

1.11 ACCEPTANCE OF QUALIFICATIONS

Each Qualifications shall be submitted with the understanding that it is subject to negotiation at the option of RTA. Upon acceptance in writing by RTA of the final offer to furnish any and all of the services described herein, the parties shall promptly execute the final contract documents. The written contract shall bind the Proposer to furnish and deliver all services as specified herein in accordance with conditions of said accepted Qualifications and this Request for Qualifications, as negotiated.

1.12 EVALUATION OF QUALIFICATIONS

The evaluation criteria are provided in this Request for Qualifications. The proposer receiving the highest point total during the evaluation phase of the selection process may be called in for negotiations. The contract will be awarded based on the Best Value to the RTA. RTA shall have the right to conduct any reviews it deems necessary and audit the business records of any and all proposers to determine the fairness and reasonableness of the offer. RTA reserves the right to award this contract without conducting negotiations.

1.13 AWARD PROCEDURE

Within a reasonable time after the Qualifications receipt deadline, the RTA will transmit the contract documents to the Contractor. The contract documents will, at a minimum, consist of this Request for Qualifications and any addenda thereto, the Contractor's Qualifications, RTA's standard contract provisions and provisions required by FTA.

1.14 OFFERS

Each Qualifications submitted shall include all labor, materials, tools, equipment, and other costs necessary to fully complete the scope of services pursuant to the specifications provided herein. Any omissions derived from such specifications which are clearly necessary for the completion of the work specified herein shall be considered a portion of this Request for Qualifications.

1.15 ADDENDA

Proposers shall acknowledge receipt of all addenda to this Request for Qualifications. Acknowledged receipt of each addendum shall be clearly established and included with each Qualifications. The undersigned acknowledges receipt of the following addenda.

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

_____
Company Name

_____
Company Representative

_____
RFQ 2024-034

II. GENERAL PROVISIONS

2.1 WRITTEN CHANGE ORDERS/AMENDMENTS

This contract may be changed/ amended in any particular allowed by law upon the written mutual agreement of both parties.

2.2 CHANGE ORDER/AMENDMENT PROCEDURE

Within ten (10) calendar days after receipt of the written change order to modify the contract, the Contractor shall submit to the RTA a detailed price and schedule Qualifications for the work to be performed. This Qualifications shall be accepted or modified by negotiations between the Contractor and the RTA. At that time, a detailed modification shall be executed in writing by both parties. In the event that federal funds are used in this procurement, the FTA may reserve the right to concur in any change order or any dispute arising under such change order. Disagreements that cannot be resolved by negotiation shall be resolved in accordance with the contract disputes clauses. Regardless of any disputes, the Contractor shall proceed with the work ordered, if the RTA has obtained the concurrence of FTA, should such concurrence be required. Regardless of any other requirement herein, RTA shall negotiate profit as a separate element of cost for any change order or amendment to any contract awarded pursuant to this solicitation.

2.3 OMISSIONS

Notwithstanding the provision of drawings, technical specifications or other data by the RTA, the Contractor shall supply all resources and details required to make the supplies complete and ready for utilization even though such details may not be specifically mentioned in the drawings and specifications.

2.4 PRIORITY

In the event of any conflicts between the description of the supplies and/or services in the Technical Specifications and drawings and other parts of this Request For Qualifications, the Technical Specifications and drawings shall govern.

2.5 COMMUNICATIONS

All official communications in connection with this contract shall be in writing. Respondents to this solicitation or persons acting on their behalf may not contact, between the release of the solicitation and award, any employee or officer of RTA or the Regional Transit Authority, including the Board of Commissioners, concerning any aspect of this

solicitation, except in writing to the procurement officer or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response.

2.6 INTEREST OF MEMBERS OF, OR DELEGATES TO CONGRESS

In accordance with 18 U.S.C. Subsection 431, no member of, or delegates to, the Congress of the United States shall be admitted to a share or part of this contract or to any benefit arising there from.

2.7 CONFLICT OF INTEREST

No Board Member, employee, officer or agent, or employee of such agent of the RTA shall participate in the selection or in the award or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

a. The Board Member, employee, officer or agent, or employee of such agent;

b. Any member of his immediate family;

c. His or her partner; or

d. An organization that employs, or is about to employ any of the above, has a direct or indirect, present or future financial or other interest in the firm selected for award.

The RTA's Board Members, officers, employees or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties of sub agreements.

Each entity that enters into a contract with the RTA is required, prior to entering into such contract, to inform the RTA of any real or apparent organizational conflicts of interest. An organizational conflict of interest exists when the contractor is unable or potentially unable to provide objective assistance or advice to the RTA due to other activities, relationships, contracts, or circumstances; when the contractor has an unfair competitive advantage through obtaining access to nonpublic information during the performance of an earlier contract; and during the conduct of an earlier procurement, the contractor has established the ground rules for a future procurement by developing specifications, evaluation factors, or similar documents, in accordance with Chapter VI, 2.a.(4)(h) of FTA C 4220.1F.

2.8 EQUAL EMPLOYMENT OPPORTUNITY

The Contractor shall comply with Executive Order No. 11246 as amended, entitled "Equal Employment Opportunity" as supplemented in Department of Labor Regulations

(41 C.F.R. Paragraph 60). In connection with the execution of this Agreement, the Contractor shall not discriminate against any employees or applicant for employment because of race, religion, color, sex, age, or national origin. The Contractor shall take affirmative action to ensure that applicants are employed and that employees are treated during their employment without regard to their race, religion, color, sex, age, or national origin. Such actions shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. Contractor further agrees to insert a similar provision in all subcontracts, except subcontracts for standard commercial supplies or raw materials.

2.9 PRIVACY REQUIREMENTS

The following requirements apply to the Contractor and its employees that administer any system of records on behalf of the Federal Government under any contract:

(1) The Contractor agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974, 5 U.S.C. § 552a. Among other things, the Contractor agrees to obtain the express consent of the Federal Government before the Contractor or its employees operate a system of records on behalf of the Federal Government. The Contractor understand that the requirements of the Privacy Act, including the civil and criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract.

(2) The Contractor also agrees to include these requirements in each subcontract to administer any system of records on behalf of the Federal Government financed in whole or in part with Federal assistance provided by FTA.

2.10 INDEMNIFICATION

The Contractor covenants and agrees to fully defend, protect, indemnify and hold harmless the RTA, and RTA, their directors, officers, employees, agents, and assigns from and against all liability, including strict liability, claims, demands, and causes of action brought by others against RTA, and/or RTA, and expenses, including but not limited to reasonable attorney's fees; and expense incurred in defense of RTA, and/or RTA arising out of, or in any way incidental to, or in connection with the work hereunder, and other activities by contractor; provided, however, that such indemnification shall apply only to the extent permitted by applicable law, and except and to the extent such liability, claim, demand or cause of action results from RTA's negligence.

2.11 PERFORMANCE

Contractor shall perform all work diligently, carefully and in a good and workmanlike manner and shall furnish all labor, supervision, machinery, equipment, material and supplies necessary therefore. Contractor shall obtain and maintain all permits and licenses required by public authorities in connection with performance of the work, and, if permitted to subcontract, shall be fully responsible for all work performed by subcontractors. Contractor shall conduct all operations in Contractor's own name and as an independent contractor, and not in the name of, or agent for RTA.

2.12 STATUS OF CONTRACTOR AND ITS EMPLOYEES

For all purposes specified under the terms of this Agreement the Contractor shall be considered an independent contractor as defined in R.S. 23:1021 (5), and as such, the RTA shall not be liable to the Contractor for benefits or coverage provided by the Workers' Compensation Law of the State of Louisiana (R.S. 23:1021 et seq.), and further, under the provisions of R.S. 23:1034, no person employed by the Contractor shall be considered an employee of the RTA for the purpose of Workers' Compensation coverage.

2.13 INSURANCES

The contractor shall, upon request by the RTA, submit a copy of their standard insurance certificates for this project. During the term of this Agreement, the Contractor shall obtain and maintain the following types and amounts of insurance naming the Regional Transit Authority as an additional insured. The Contractor shall furnish to the RTA certificates showing types, amounts, class of operations covered, effective dates and dates of expiration of policies:

A) Worker’s Compensation Insurance as required by Louisiana Law;
B) Vehicle Liability Insurance in the amount of $1,000,000.00; and
C) General Liability Insurance in the amount of $1,000,000.

2.14 SUBCONTRACTORS

No portion of this contract may be, reassigned, transferred, or sublet without the written approval of the RTA. If allowed to subcontract, no subcontractor may be replaced without the written approval of the RTA.

2.15 ASSUMPTION OF RISK OF LOSS

Prior to acceptance, Contractor shall bear the risk of loss of the supplies, except that upon delivery, as defined in this Request For Qualifications, the RTA will bear the risk of loss due to the negligence of the RTA.

2.16 ACCEPTANCE

Within 7 days after delivery, the RTA, its agents or assigns will conduct acceptance inspection. Acceptance shall be conditioned upon satisfactory results of such inspection, promptly communicated in writing to the Contractor, subject however, to revocation upon discovery of defects.

2.17 QUALITY INSPECTION

All goods and services installed and supplied shall be good quality and free from any defects, and shall at all times be subject to RTA's inspection; but neither RTA's inspection nor failure to inspect shall relieve Contractor of any obligation hereunder. If, in RTA's opinion, any goods or service (or component thereof) fails to conform to specifications or is otherwise defective, Contractor shall promptly replace or correct same at Contractor's sole expense. No acceptance or payment by RTA shall constitute a waiver of the foregoing, and nothing herein shall exclude or limit any warranties implied by law.

2.18 CORRECTION BY CONTRACTOR

After non-acceptance of the work, the Contractor shall begin implementing correction procedures within five (5) calendar days after receiving notification from the RTA. The RTA will make the site timely with Contractor's correction schedule. The Contractor shall bear all expense incurred to complete correction of the work after non-acceptance, and Contractor shall diligently implement correction procedures.

2.19 UNAVOIDABLE DELAYS

If completion of the work furnished under this contract should be unavoidably delayed, the RTA may extend the time for satisfaction of the Contractor's obligations pursuant thereto for a number of days determined by RTA to be excusable due to unavoidability. A delay is unavoidable only if the delay was not reasonably expected to occur in connection with or during the Contractor's performance, and was not caused directly of substantially by acts, omissions, negligence or mistakes of the Contractor, the Contractor's suppliers or their agents and was substantial and in fact caused the Contractor to miss completion dates and could not adequately have been guarded against by contractual or legal means.

2.20 NOTIFICATION OF DELAY

The Contractor shall notify the RTA as soon as the Contractor has, or should have, knowledge that an event has occurred or will occur which will delay progress or

completion. Within five (5) days there from, the Contractor shall confirm such notice in writing furnishing as much detailed information as is available.

2.21 REQUESTS FOR EXTENSION

The Contractor agrees to supply, as soon as such data are available, any/all reasonable proof required by the RTA to make a decision relative to any request for extension. The RTA shall examine the request and any documents supplied by the Contractor, and RTA shall determine if the Contractor is entitled to an extension and the duration of such extension. The RTA shall notify the Contractor of this decision in writing. It is expressly understood and agreed that the Contractor shall not be entitled to damages or compensation, and shall not be reimbursed for losses on account of delays resulting from any cause under this provision.

2.22 ACCESS REQUIREMENTS FOR INDIVIDUALS WITH DISABILITIES

During the performance of this contract, the contractor, for itself, its assignees and successors in interest agree to comply with all applicable requirements of the Americans with Disabilities Act of 1990 (ADA), 42 U.S.C. sections 12101 et seq.; section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. section 794; section 16 of the Federal Transit Act, as amended, 49 U.S.C. app. section 1612; and the following regulations and any amendments thereto:

(a) U.S. DOT regulations, "Transportation Services for Individuals with Disabilities (ADA)," 49 C.F.R. Part 37;

(b) U.S. DOT regulations, "Nondiscrimination on the Basis of Handicap in Programs and Activities Receiving or Benefiting from Federal Financial Assistance," 49 C.F.R. Part 27;

(c) U.S. DOT regulations, "American With Disabilities (ADA) Accessibility Specifications for Transportation Vehicles," 49 C.F.R. Part 38;

(d) Department of Justice (DOJ) regulations, "Nondiscrimination on the Basis of Disability in State and Local Government Services," 28 C.F.R. Part 35;

(e) DOJ regulations, "Nondiscrimination on the Basis of Disability by Public Accommodations and in Commercial Facilities," 28 C.F.R. Part 36;

(f) General Services Administration regulations, "Accommodations for the Physically Handicapped," 41 C.F.R. Subpart 101-19;

(g) Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provision of the Americans with Disabilities Act," 29 C.F.R. Part 1630;

(h) Federal Communications Commission regulations, "Telecommunications Relay Services and Related Customer Premises Equipment for the Hearing and Speech Disabled," 47 C.F.R. Part 64, Subpart F; and

(i) FTA regulations, "Transportation of Elderly and Handicapped Persons," 49 C.F.R. Part 609.

2.23 APPLICATION OF FEDERAL, STATE AND LOCAL LAWS AND REGULATIONS

(a) Federal Laws and Regulations

The Federal requirements (laws, regulations policies, and related administratively) contained in this contract may change (from time to time) after the date the contract has been executed. Any changes in federal requirements shall apply to this contract and be incorporated therein.

(b) State or Territorial Law and Local Law

This contract shall be entered into in the State of Louisiana and shall be governed and/or construed in accordance with the laws and jurisprudence of the State of Louisiana, except to the extent that a Federal Statute or regulation preempts State or territorial law.

2.24 CONTRACT PERIOD

THE TERM OF THIS CONTRACT SHALL BE SET FORTH IN THE CONTRACT AGREEMENT.

2.25 NO OBLIGATION BY THE FEDERAL GOVERNMENT

(1) The Purchaser and Contractor acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this contract and shall not be subject to any obligations or liabilities to the Purchaser, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying contract.

(2) The Contractor agrees to include the above clause in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

2.26 FEDERAL CHANGES

Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Agreement (Form FTA MA (2) dated October, 1995) between RTA and FTA, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this contract.

2.27 INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

The preceding provisions include, in part, certain Standard Terms and Conditions required by DOT, whether or not expressly set forth in the preceding contract provisions. All contractual provisions required by DOT, as set forth in FTA Circular 4220.1F, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The Contractor shall not perform any act, fail to perform any act, or refuse to comply with any RTA requests which would cause RTA to be in violation of the FTA terms and conditions":https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/third-party-contracting-guidance

2.28 EXCLUSIONARY OR DISCRIMINATORY SPECIFICATIONS

Apart from inconsistent requirements imposed by federal statute or regulations, the RTA will comply with the requirements of 49 U.S.C. § 5323(h) (2) by refraining from using any Federal assistance awarded by FTA to support procurements using exclusionary or discriminatory specifications.

2.29 GEOGRAPHIC RESTRICTIONS

Except as expressly mandated, encouraged or permitted by FTA or Federal statute, RTA will refrain from using state or local geographic preferences.

2.30 PROMPT PAYMENT

Payment shall be made 30 days from date of approved and accepted invoice unless changed in the contract agreement. The prime contractor agrees to pay each subcontractor under this prime contract for satisfactory performance of its contract no later than five (5) days from the receipt of each payment the prime contractor receives from the RTA. The prime contractor further agrees to return retainage payment to each subcontractor within five (5) days after the subcontractor's work is satisfactorily completed and accepted by RTA, and all lien delay's under applicable laws have expired. Any delay or postponement of payment from the above-referenced time frame may occur only for good cause following written approval of the RTA. This clause applies to both DBE and non-DBE subcontractors.

Identification of subcontractors: All prime contractors submitting offers in response to this Request For Qualifications *must provide the following information for All subcontractors whether the firm is identified as a Disadvantaged Business Enterprise or not. The required information is:*

(1) Firm Name
(2) Firm Address
(3) Firm's status as a DBE or non DBE
(4) The age of the firm
(5) The annual gross receipts of the firm

Additionally, each contract RTA enters into with a contractor (and each subcontract) the prime contractor signs with a subcontractor shall include the following assurance:

The contractor, sub recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy, as the RTA deems appropriate.

Further, each contract RTA enters into with a contractor (and each subcontract the prime contractor signs with a subcontractor shall include the following assurance:

The contractor, sub recipient or subcontractor shall make prompt payments for all satisfactory work performed under this agreement. The contractor shall within thirty (30) days of receipt of payment from RTA make all payments due subcontractors and suppliers. This requirement shall flow down to all levels including subcontractors making payments to sub subcontractors and suppliers, etc. Additionally, upon release of retainage(s) by RTA, Contractor shall in turn within thirty (30) days release retainage(s) it holds. The requirement for release of retainage(s) within thirty (30) days shall flow down to all subcontractors, etc.

performing under this contract. Contractor or any of its subcontractors, etc. may not delay or postpone payments or release of retainage without prior RTA written approval. RTA may delay, or withhold up to twenty-five percent of *Contractor's payments, retainage, etc. if there is evidence that Contractor is not complying with any provision hereunder. RTA may withhold monies due Contractor until such time as Contractor by its actions or assurances has, to RTA satisfaction, proven that it will or has complied with all the requirements hereunder.*

2.31 CONFIDENTIALITY

Contractor agrees that any and all information, in oral or written form, whether obtained from RTA, its agents or assigns, or other sources, or generated by Contractor pursuant to this contract shall not be used for any purpose other than fulfilling the requirements of this contract. Contractor further agrees to keep in absolute confidence all data relative to the business of RTA and RTA, their agents or assigns. No news release, including but not limited to photographs and film, public announcement, denial or confirmation of any part of the subject matter of any phase of any program hereunder shall be made by Contractor without written approval of RTA.

2.32 DISPUTES

Disputes arising in the performance of this Contract which are not resolved by agreement of the parties shall be decided in writing by the Director of Procurement. The decision of the Director of Procurement shall be final and conclusive unless within [seven (7)] days from the date of receipt of its copy, the Contractor mails or otherwise furnishes a written appeal to the Vice President-RTA. In connection with any such appeal, the Contractor may be afforded an opportunity to be heard and to offer evidence in support of its position. The decision of the Vice President-RTA shall be binding upon the Contractor and the Contractor shall abide by the decision.

Performance During Dispute. Unless otherwise directed by RTA, Contractor shall continue performance under this contract while matters in dispute are being resolved.

Claims for Damages. Should either party to the Contract suffer injury or damage to person or property because of any act or omission of the party or of any of his employees, agents or others for whose acts he is legally liable, a claim for damages therefore shall be made in writing to such other party within a reasonable time after the first observance of such injury or damage.

Remedies. Unless this contract provides otherwise, all claims, counterclaims, disputes and other matters in question between the RTA and the Contractor arising out of or relating to this agreement or its breach will be decided by arbitration if the parties mutually agree, or in a court of competent jurisdiction within the State of Louisiana.

Rights and Remedies. The duties and obligations imposed by the Contract Documents and the rights and remedies available thereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. No action or failure to act by the RTA, (its agents or assigns) or Contractor shall constitute a waiver of any right or duty afforded any of them under the Contract, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may be specifically agreed in writing.

2.33 OWNERSHIP OF DOCUMENTS

Any documents, drawings, specifications, reports or data generated by the Contractor in connection with this project shall become the sole property of the RTA, subject to any rights asserted by FTA of the U.S. Department of Transportation. The Contractor may retain copies of such items for its files. The Contractor shall not release any documents, reports or data from this project without prior written permission from the RTA.

2.34 STATE AND LOCAL LAW DISCLAIMER

The use of many of the Clauses herein are not governed by federal law, many of the clauses contained herein contain FTA suggested language in certain instances these clauses may be affected by State Law.

2.35 PARTICIPANT INFORMATION FORM

All participants and their subcontractors are required to submit a completely executed, Participant Information Form available on http://www.norta.com.

2.36 NON-COLLUSION AFFIDAVIT

The Non-Collusion Affidavit is a required submittal. The necessary form is available on http://www.norta.com.

2.37 REGIONAL TRANSIT AUTHORITY GENERAL PROVISIONS

The Regional Transit Authority's General Provisions shall apply to this solicitation and resulting contract.

2.38 DISADVANTAGED BUSINESS ENTERPRISE (DBE)

It is the intent of the Regional Transit Authority (RTA) of New Orleans to create a level playing field on which Disadvantaged Business Enterprises (DBEs) can compete

fairly for opportunities. Accordingly, the RTA participates in the State-Local DBE Program of the City of New Orleans for all solicitations that are not funded by the US Department of Transportation.

DBE firms are firms which have 51% ownership and control by socially and/or economically disadvantaged individuals. For this solicitation, RTA will accept certification of DBE firms the following government agencies:

- Regional Transit Authority – SBE Certification Program
- Louisiana Department of Transportation and Development – Louisiana Unified Certification Program (LAUCP) - http://www.laucp.org/ucp/
- City of New Orleans Office of Supplier Diversity -- SLDBE Certification Program – www.nola.gov

In compliance with the RTA's DBE Policy to be eligible for award of a contract, the contractor/prime bidder MUST either:

1. Meet the DBE goal as advertised with meaningful DBE participation through subcontracts, joint ventures, or suppliers; OR
2. Demonstrate Good Faith Efforts to meet the DBE goal.

All firms participating on RTA projects, including SBE, SLDBE, DBE and non-DBE firms MUST be documented on the Contract Participation and DBE Commitment Form 1 – Schedule A. This form must be submitted by the prime/bidder, must include all information requested and must be signed by an authorized signatory.

For each participating SBE, SLDBE and DBE firm, a DBE Participation Questionnaire Form 2 – Schedule B MUST be included and signed by an authorized signatory of the firm. The purpose of this form is to confirm that the SBE, SLDBE or DBE firm has committed to participating on the project and that both parties agree to the scope of work and price as designated on the Contract Participation and S/DBE Commitment Form 1.

The SBE, SLDBE and DBE firms proposed on this form are binding. Any substitutions or removals of SBE, SLDBE or DBE firms listed on these forms after submission of the bid must be requested through the formal process of contract amendment and be approved by the DBE Liaison Officer. The Contractor shall, no later than three (3) days from the award of a contract, execute formal contracts, agreements and/or purchase orders with the SBE and DBE firms included on the Contract Participation and S/DBE Commitment Form 1.

If the Prime Bidder has not attained the DBE goal established for the project, Documentation of Good Faith Efforts Form 3 – Schedule C MUST be submitted. The completed form along with all required supporting documentation must be furnished. Should a bidder fail to comply with the submission of complete and accurate DBE Compliance Forms demonstrating attainment of the DBE Goal or Good Faith Efforts to attain the DBE goal, the bid shall be deemed non-responsive.

Contracting With Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus Area Firms

a) Any party to this Contract, when expending any Federal funds received under this Agreement, must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible. These steps are required for the hiring of any subcontractors under this Contract.

b) Affirmative steps must include:
1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises; and
5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

The RTA shall have the authority to investigate allegations of discriminatory practices of bidder(s) who contract or seek to contract with the RTA.

Please direct all questions related to DBE compliance prior to submission of the solicitation to the RTA Disadvantaged Business Enterprise Liaison Officer.

III. FEDERAL PROVISIONS AND REQUIREMENTS

3.1 ACCESS TO RECORDS

The following access to records requirements apply to this Contract:

(1) RTA is a grantee of the FTA and as such in accordance with 49 C.F.R. 18.36(I), the Contractor agrees to provide the RTA, the FTA Administrator, the Comptroller General of the United States or any of their authorized representatives access to any books, documents, papers and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts and transcriptions. Contractor also agrees, pursuant to 49 C.F.R. 633.17 to provide the FTA Administrator or his authorized representatives including any PMO Contractor access to Contractor's records and construction sites pertaining to a major capital project, defined at 49 U.S.C. 5302(a)1, which is receiving federal financial assistance through the programs described at 49 U.S.C. 5307, 5309 or 5311.

(2) Where the Purchaser is a State and is the RTA or a subgrantee of RTA in accordance with 49 C.F.R. 633.17, Contractor agrees to provide the Purchaser, the FTA Administrator or his authorized representatives, including PMP Contractor, access to Contractor's records and construction sites pertaining to a major capital project, defined at 49 U.S.C. 5302(a) 1, which is receiving federal financial assistance through the programs described at 49 U.S.C. 5307, 5309 or 5311. By definition, a major capital project excludes contracts of less than the simplified acquisition threshold currently set at $100,000.

(3) Where the RTA enters into a negotiated contract for other than a small purchase or under the simplified acquisition threshold and is an institution of higher education, an hospital or other non-profit organization and is the FTA grantee or a subgrantee of the RTA in accordance with 49 C.F.R. 19.48, Contractor agrees to provide the RTA, FTA Administrator, the Comptroller General of the United States or any of their duly authorized representatives with access to any books, documents, papers and record of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts and transcriptions.

(4) Where RTA or a subgrantee of the RTA in accordance with 49 U.S. C. 5325(a) enters into a contract for a capital project or improvement (defined at 49 U.S. C. 5302(a) 1) through other than competitive bidding, the Contractor shall make available records related to the contract to the RTA, the Secretary of Transportation and the Comptroller General or any authorized officer or employee of any of them for the purposes of conducting an audit and inspection.

(5) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

(6) The Contractor agrees to maintain all books, records, accounts and reports required under this contract for a period of not less than three (3) years after the date of termination of expiration of this contract, except in the event of litigation or settlement of claims arising from the performance of this contract, in which case Contractor agrees to maintain same until the RTA, the FTA Administrator, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions thereto. Reference 49 CFR 18.39(i) (11).

3.2 BUY AMERICA

This Contract is subject to the Federal Transit Administration Buy America Requirements in 49 CFR 660. The bidder is required to submit a signed Buy America certification with the Qualifications. If the bidder takes exception to the Buy America requirements a certificate of non-compliance must be signed and submitted with the Qualifications as it applies to the RFP request. The necessary forms are available on http://www.norta.com. A waiver from the Buy America Provision may be sought by the RTA if grounds for the waiver exist. Section 165(a) of the Surface Transportation Act of 1982 permits FTA participation on this contract only if steel, and manufactured products used in the contract are produced in the United States.

3.3 PRE-AWARD AND POST-DELIVERY AUDITS

Federal funds may not be obligated unless steel, iron, and manufactured products used in the projects are produced in the United States, unless FTA has granted a waiver, or the product is subject to a general waiver. 49 U.S.C. Section (5323(j)/FAST Section 3011 domestic content percentage requirement for rolling stock for fiscal years 2018-2019 must have sixty-five percent domestic content and final assembly must take place in the United States. The Buy America Requirements, CFR Part 661.11(r), define final assembly as "the creation of the end product from individual elements brought together for that purpose through application of manufacturing processes."

3.4 CARGO PREFERENCE

The Contractor Agrees:

a. To utilize privately owned United States-flag commercial vessels to ship at least 50 percent of the gross tonnage (computed separately for dry bulk carriers, dry cargo liners and tankers) involved, whenever shipping any equipment, materials, or commodities pursuant to this contract, to the extent such vessels are available at fair and reasonable rates for United States-flag commercial vessels;

b. To furnish within 20 working days following the date of loading for shipments originating within the United States or within 30 working days following the date of loading for shipments originating outside the United States, a legible copy of a rated, "on-board" commercial ocean bill-of-lading in English for each shipment of cargo described in the preceding paragraph to the Division of National Cargo, Office of Market Development, Maritime Administration, Washington, D.C. 20590 and to the RTA (through the prime contractor in the case of subcontractor's bills-of-lading).

c. To include these requirements in all subcontracts issued pursuant to this contract when the contract may involve the transportation of equipment, material or commodities by ocean vessel.

3.5 CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT

(1) The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §§ 7401 et seq. The Contractor agrees to report each violation to the RTA and understands and agrees that the RTA will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office.

(2) The Contractor also agrees to include these requirements in each subcontract exceeding $100,000 financed in whole or in part with Federal assistance provided by FTA.

(3) The Contractor agrees to comply with applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq. The Contractor agrees to report each violation to the RTA and understands and agrees that the RTA will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office.

(4) The Contractor also agrees to include these requirements in each subcontract exceeding $100,000 financed in whole or in part with Federal assistance provided by FTA.

(5) **14 CFR § 1274.926 Clean Air-Water Pollution Control Acts.**
If this contract or supplement thereto is in excess of $100,000, the Recipient agrees to notify the Agreement Officer promptly of the receipt, whether prior or subsequent to the Recipient 's acceptance of this agreement, of any communication from the Director, Office of Federal Activities, Environmental Protection Agency (EPA), indicating that a

facility to be utilized under or in the performance of this agreement or any subcontract thereunder is under consideration to be listed on the EPA "List of Violating Facilities" published pursuant to 40 CFR 15.20. By acceptance of agreement in excess of $100,000, the Recipient

(a) Stipulates that any facility to be utilized thereunder is not listed on the EPA "List of Violating Facilities" as of the date of acceptance;

(b) Agrees to comply with all requirements of section 114 of the Clean Air Act, as amended (42 U.S.C. 1857et seq. as amended by Public Law 91-604) and section 308 of the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251et seq. as amended by Public Law 92-500) relating to inspection, monitoring, entry, reports and information, and all other requirements specified in the aforementioned sections, as well as all regulations and guidelines issued thereunder after award of and applicable to the contract; and

(c) Agrees to include the criteria and requirements of this clause in every subcontract hereunder in excess of $100,000, and to take such action as the Contracting or Grant Officer may direct to enforce such criteria and requirements.

3.6 CIVIL RIGHTS ACT

The following requirements apply to the underlying contract:

(1) Nondiscrimination. In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the Contractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.

(2) Equal Employment Opportunity: The following equal employment opportunity requirements apply to the underlying contract:

(a) Race, Color, Creed, National Origin, Sex. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable equal employment opportunity
requirements of U. S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 et seq., (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive

Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S. C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of the Project. The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, disability or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

(b) Age. In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. §§ 623 and Federal transit law at 49 U.S.C. § 5332, the Contractor agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

(c) Disabilities. In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S. C. § 12112, the Contractor agrees that it will comply with the requirements of U. S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act", 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

(3) The Contractor also agrees to include these requirements in each Subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

3.7 DISADVANTAGED BUSINESS ENTERPRISE

It is the policy of the RTA to ensure that DBE's as defined in Part 26, have an equal opportunity to participate to receive and participate in DOT-assisted contracts. It is, also, our policy –

(i) To ensure nondiscrimination in the award and administration of DOT assisted contracts;

(ii) To create level playing field in which DBE's can compete fairly for DOT assisted contracts;

(iii) To ensure that the DBE Program is narrowly tailored in accordance with applicable law;

(iv) To ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBE's;

(v) To help remove barriers to the participation of DBE's in DOT assisted contracts;

(vi) To assist the development of firms that can compete successfully in the market place outside the DBE program.

CONTRACTOR ASSURANCE. The contractor, sub recipient, or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy, as the recipient deems appropriate.

The **NORTA Small and Disadvantaged Business Enterprise Contract Compliance System** is powered by **B2Gnow** Software
Reporting requirements under the SBE and DBE programs are now simplified for vendors working on RTA projects with RTA's new Small and Disadvantaged Business Enterprise Contract Compliance System. Our new web-based software system is accessible to government compliance administrators, SBE's, DBE's, contractors and the public; and includes the following key features:

- Self-managed vendor accounts with unlimited users
- Communication with contractors via email, regarding compliance issues
- Online submission of contractor and supplier monthly Program Activity Reports, with automated tracking of DBE and SBE goals
- DBE and SBE firm online verification of payments
- Flexible reporting capabilities

*All RTA contract awarded vendors are required to register contract information including their subcontractor information into the B2GNOW database.
https://norta.dbesystem.com

3.8 EMPLOYEE PROTECTION

Construction Activities. The Recipient agrees to comply, and assures the compliance of each subrecipient, lessee, third party contractor, and other participant at any tier of the Project, with the following Federal laws and regulations providing protections for construction employees: (1) Davis-Bacon Act, as amended, 40 U.S.C. §§ 3141 et seq., pursuant to FTA enabling legislation requiring compliance with the Davis-Bacon Act at 49 U.S.C. § 5333(a), and implementing U.S. DOL regulations, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction (also Labor Standards Provisions Applicable to Nonconstruction Contracts Subject to the Contract Work Hours and Safety Standards Act)," 29 C.F.R. Part 5; (2) Contract Work Hours and Safety Standards Act, as amended, 40 U.S.C. §§ 3701 et seq., specifically, the

wage and hour requirements of section 102 of that Act at 40 U.S.C. § 3702, and implementing U.S. DOL regulations, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction (also Labor Standards Provisions Applicable to Nonconstruction Contracts Subject to the Contract Work Hours and Safety Standards Act)," 29 C.F.R. Part 5; and the safety requirements of section 107 of that Act at 40 U.S.C. § 3704, and implementing U.S. DOL regulations, "Safety and Health Regulations for Construction," 29 C.F.R. Part 1926; and (3) Copeland "Anti-Kickback" Act, as amended, 18 U.S.C. § 874 and 40 U.S.C. § 3145, and implementing U.S. DOL regulations, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in part by Loans or Grants from the United States," 29 C.F.R. Part 3. b. Activities Not Involving Construction. The Recipient agrees to comply, and assures the compliance of each subrecipient, lessee, third party contractor, and other participant at any tier of the Project, with the employee protection requirements for nonconstruction employees of the Contract Work Hours and Safety Standards Act, as amended, 40 U.S.C. §§ 3701 et seq., in FTA Master Agreement MA(17), 10-1-2010 58 particular with the wage and hour requirements of section 102 of that Act at 40 U.S.C. § 3702, and with implementing U.S. DOL regulations, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction (also Labor Standards Provisions Applicable to Nonconstruction Contracts Subject to the Contract Work Hours and Safety Standards Act)," 29 C.F.R. Part 5. c. Activities Involving Commerce. The Recipient agrees to comply with the Fair Labor Standards Act, 29 U.S.C. §§ 201 et seq., to the extent that it applies to employees performing Project work involving commerce. d. Public Transportation Employee Protective Arrangements. If the Contract Agreement for the Project indicates that public transportation employee protective arrangements required by U.S. DOL apply to public transportation operations performed in connection with the Project, the Recipient agrees to comply with the following requirements:

(1) Standard Public Transportation Employee Protective Arrangements. To the extent that the Project involves public transportation operations and to the extent required by Federal law, the Recipient agrees to implement the Project in accordance with the terms and conditions that the U.S. Secretary of Labor has determined to be fair and equitable to protect the interests of any employees affected by the Project and that comply with the requirements of 49 U.S.C. § 5333(b), in accordance with U.S. DOL guidelines, "Section 5333(b), Federal Transit Law," 29 C.F.R. Part 215, and any amendments thereto.

3.9 ENERGY CONSERVATION

The Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6321 et seq.).

3.10 FLY AMERICA

Contractor and all subcontractors at every tier shall comply with the requirements of 49 U.S.C. 40118 and 4 CFR Part 52. Specifically, whenever work under this agreement may involve international transportation of goods, equipment or personnel by air, only U.S. flag air carriers shall be utilized, to the extent service by these carriers is available.

Additionally, Contractor and any subcontractors at every tier shall include this requirement in all subcontracts. Further, in every instance where Contractor or any subcontractor(s) cannot comply with the requirements herein, a certification, in proper form, stating the reasons for non-compliance shall accompany the request for reimbursement or payment.

3.11 GOVERNMENT WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

Certification Regarding Debarment, Suspension, and other Responsibility Matters - Lower Tier Covered Transactions (Third Party Contracts over $100,000)

The following language and Debarment certificates (http://www.norta.com) must be completed and submitted as a prerequisite for consideration for award. This language and certification must also be included for all sub-contracts issued pursuant to any contract awarded hereunder.

Instructions for Certification

1. By signing and submitting this bid or Qualifications, the prospective lower tier participant is providing the signed certification set out below.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, RTA may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to RTA if at any time the prospective lower tier participant learns that it certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

4. The terms “covered transaction”, “debarred”, “suspended”, “ineligible”, “lower tier covered transaction”, “participant”, “persons”, “lower tier covered transaction”, “principal”, “Qualifications”,
and “voluntarily excluded”, as used in this clause, have meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549 [49 CFR Part 29].

5. The prospective lower tier participant agrees by submitting this Qualifications that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized in writing by RTA.

6. The prospective lower tier participant further agrees by submitting this Qualifications that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction", without modification, in all lower tier covered transactions and in all solicitation for lower tier covered transaction.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier coveted transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which determines the eligibility of its principals. Each participant may, but is not required to, check the Non-procurement List issued by U.S. General Service Administration.

8. Nothing contained in the foregoing shall be construed to require establishment of system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under Paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to all remedies available to the Federal Government, RTA may pursue available remedies including suspension and/or Debarment.

3.12 RESTRICTIONS ON LOBBYING

Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352, as amended by the Lobbying Disclosure Act of 1995, P.L. 104-65 [to be codified at 2 U.S.C. § 1601, et seq.] Contractors who apply or bid for an award of $100,000 or more shall file the certification required by 49 CFR parts 20, "New Restrictions on Lobbying." Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. 1352. Such disclosures are forwarded from tier to tier up to the RTA. The necessary form is available on http://www.norta.com.

3.13 NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

The federal government shall not be subject to any obligations or liabilities to any third-party Contractor, or any other person not a party to the Grant Agreement or Cooperative Agreement in connection with the performance of this contract. Notwithstanding any concurrence provided by the federal government in or approval of any solicitation, subagreement, or third-party contract, the federal government continues to have no obligations or liabilities to any party, including the third-party Contractor.

3.14 PATENT AND RIGHTS IN DATA

These following requirements apply to each contract involving experimental, developmental or research work: 1. The term "subject data" used in this clause means recorded information, whether or not copyrighted, that is delivered or specified to be delivered under the contract. The term includes graphic or pictorial delineation in media such as drawings or photographs; text in specifications or related performance or design-type documents; machine forms such as punched cards, magnetic tape, or computer memory printouts; and information retained in computer memory. Examples include, but are not limited to: computer software, engineering drawings and associated lists, specifications, standards, process sheets, manuals, technical reports, catalog item identifications, and related information. The term "subject data" does not include financial reports, cost analyses, and similar information incidental to contract administration. 2. The following restrictions apply to all subject data first produced in the performance of the contract to which this Attachment has been added: a. Except for its own internal use, the Contractor may not publish or reproduce subject data in whole or in part, or in any manner or form, nor may the Contractor authorize others to do so, without the written consent of the Federal Government, until such time as the Federal Government may have either released or approved the release of such data to the public; this restriction on publication, however, does not apply to any contract with an academic institution. b. In accordance with 49 C.F.R. § 18.34 and 49 C.F.R. § 19.36, the Federal Government reserves a royalty-free, non-exclusive and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use, for "Federal Government purposes," any subject data or copyright described in subsections (2)(b)1 and (2)(b)2 of this clause below. As used in the previous sentence, "for Federal Government purposes," means use only for the direct purposes of the Federal Government. Without the copyright owner's consent, the Federal Government may not extend its Federal license to any other party. (1). Any subject data developed under that contract, whether or not a copyright has been obtained; and (2). Any rights of copyright purchased by the Contractor using Federal assistance in whole or in part provided by FTA. c. When FTA awards Federal assistance for experimental, developmental, or research work, it is FTA's general intention to increase transportation knowledge available to the public, rather than to restrict the benefits resulting from the work to participants in that work. Therefore, unless FTA determines otherwise, the Contractor performing experimental, developmental, or research work required by the underlying contract to which this Attachment is added agrees to permit FTA to make available to the public, either FTA's license in the copyright to any subject data developed in the course of that contract, or a copy of the subject data first produced under the contract for which a copyright has

not been obtained. If the experimental, developmental, or research work, which is the subject of the underlying contract, is not completed for any reason whatsoever, all data developed under that contract shall become subject data as defined in subsection (a) of this clause and shall be delivered as the Federal Government may direct. This subsection (c), however, does not apply to adaptations of automatic data processing equipment or programs for the Contractor's use whose costs are financed in whole or in part with Federal assistance provided by FTA for transportation capital projects. d. Unless prohibited by state law, upon request by the Federal Government, the Contractor agree to indemnify, save, and hold harmless the Federal Government, its officers, agents, and employees acting within the scope of their official duties against any liability, including costs and expenses, resulting from any willful or intentional violation by the Contractor of proprietary rights, copyrights, or right of privacy, arising out of the publication, translation, reproduction, delivery, use, or disposition of any data furnished under that contract. Contractor shall not be required to indemnify the Federal Government for any such liability arising out of the wrongful act of any employee, official, or agents of the Federal Government. e. Nothing contained in this clause on rights in data shall imply a license to the Federal Government under any patent or be construed as affecting the scope of any license or other right otherwise granted to the Federal Government under any patent. f. Data developed by Contractor and financed entirely without using Federal assistance provided by the Federal Government that has been incorporated into work required by the underlying contract to which this Attachment has been added is exempt from the requirements of subsections (b), (c), and (d) of this clause, provided that the Contractor identifies that data in writing at the time of delivery of the contract work. g. Unless FTA determines otherwise, the Contractor agrees to include these requirements in each subcontract for experimental, developmental, or research work financed in whole or in part with Federal assistance provided by FTA. 3. Unless the Federal Government later makes a contrary determination in writing, irrespective of the Contractor's status (i.e., a large business, small business, state government or state instrumentality, local government, nonprofit organization, institution of higher education, individual, etc.), Contractor agrees to take the necessary actions to provide, through FTA, those rights in that invention due the Federal Government as described in U.S. Department of Commerce regulations, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," 37 C.F.R. Part 401. 4. The Contractor also agrees to include these requirements in each subcontract for experimental, developmental, or research work financed in whole or in part with Federal assistance provided by FTA.

3.15 PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS AND RELATED ACTSUPPER AND LOWER TIER TRANSACTIONS

(1) The Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§3801 et. seq. and U.S. DOT regulations, “Program Fraud Civil Remedies”, 49 C.F.R. Part 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made,

pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the Federal Government deems appropriate.

(2) The Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S. C. §5307, the Government reserves the right to impose the penalties of 18 U.S.C. §1001 and 49 U.S.C. §5307(n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

(3) The Contractor agrees to include the above two clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

3.16 RECYCLED PRODUCTS

Recovered Materials. The contractor agrees to comply with all the requirements of Section 6002 of the Resource Conservation and Recovery Act (RCRA), as amended (42 U.S.C. 6962), including but not limited to the regulatory provisions of 40 CFR Part 247, and Executive Order 12873, as they apply to the procurement of the items designated in Subpart B of 40 CFR Part 247.

3.17 SAFE OPERATION OF MOTOR VEHICLE

The Recipient agrees as follows: a. Seat Belt Use. In accordance with the provisions of Executive Order No. 13043, "Increasing Seat Belt Use in the United States," April 16, 1997, 23 U.S.C. § 402 note, the Recipient is encouraged to adopt and promote on-the-job seat belt use policies and programs for its employees and other personnel that operate company-owned, rented, or personally operated vehicles, and to include this provision in any subagreements, leases, third party contracts, or other similar documents in connection with the Project. b. Distracted Driving, Including Text Messaging While Driving. In accordance with Executive Order No. 13513, "Federal Leadership on Reducing Text Messaging While Driving," October 1, 2009, and DOT Order 3902.10, "Text Messaging While Driving," December 30, 2009, the Recipient is encouraged to comply with the terms of the following Special Provision: (1) Definitions. As used in this Special Provision: (a) "Driving" means operating a motor vehicle on a roadway, including while temporarily stationary because of traffic, a traffic light, stop sign, or otherwise. "Driving" does FTA Master Agreement MA(17), 10-1-2010 67 not include being in your vehicle (with or without the motor running) in a location off the roadway where it is safe and legal to remain

stationary. (b) “Text Messaging” means reading from or entering data into any handheld or other electronic device, including for the purpose of short message service texting, e-mailing, instant messaging, obtaining navigational information, or engaging in any other form of electronic data retrieval or electronic data communication. The term does not include the use of a cell phone or other electronic device for the limited purpose of entering a telephone number to make an outgoing call or answer an incoming call, unless the practice is prohibited by State or local law. (2) Safety. The Recipient is encouraged to: (a) Adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers including policies to ban text messaging while driving— (b) Recipient-owned or Recipient-rented vehicles or Government-owned, leased or rented vehicles; (c) Privately-owned vehicles when on official Project related business or when performing any work for or on behalf of the Project; or (d) Any vehicle, on or off duty, and using an employer supplied electronic device. (3) Recipient Size. The Recipient is encouraged to conduct workplace safety initiatives in a manner commensurate with the Recipient’s size, such as: (a) Establishment of new rules and programs or re-evaluation of existing programs to prohibit text messaging while driving; and (b) Education, awareness, and other outreach to employees about the safety risks associated with texting while driving. (4) Extension of Provision. The Recipient is encouraged to include this Special Provision in its subagreements with its subrecipients, its leases, and its third party contracts, and also encourage its subrecipients, lessees, and third party contractors to comply with the terms of this Special Provision, and include this Special Condition in each subagreement, lease, and third party contract at each tier financed with Federal assistance provided by the Federal Government.

3.18 SUBSTANCE ABUSE REQUIREMENTS

To the extent applicable, the Recipient agrees to comply with the following Federal regulations and guidance: a. Drug-Free Workplace. U.S. OMB guidance, “Governmentwide Requirements for Drug-Free Workplace (Financial Assistance),” 2 C.F.R. Part 182, and U.S. DOT regulations, “Governmentwide Requirements for Drug-Free Workplace (Financial Assistance),” 49 C.F.R. Part 32, that implement the Drug-Free Workplace Act of 1988, as amended, 41 U.S.C. §§ 702 et seq., including any amendments to these U.S. DOT regulations when they are promulgated. b. Alcohol Misuse and Prohibited Drug Use. FTA regulations, “Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations,” 49 C.F.R. Part 655, that implement 49 U.S.C. § 5331.

3.19 TERMINATION

a. Termination for Convenience (General Provision) The RTA may terminate this contract, in whole or in part, at any time by written notice to the Contractor when it is in the RTA’s and/or the Government’s best interest. The Contractor shall be paid its costs, including contract closeout costs, and profit on work performed up to the time of termination. The Contractor shall promptly submit its termination claim to RTA to be paid the Contractor. If the Contractor has any property in its possession belonging to the RTA, the Contractor will account for the same, and dispose of it in the manner the RTA directs.

b. Termination for Default [Breach or Cause] (General Provision) If the Contractor does not deliver supplies in accordance with the contract delivery schedule, or, if the contract is for services, the Contractor fails to perform in the manner called for in the contract, or if the Contractor fails to comply with any other provisions of the contract, the RTA may terminate this contract for default. Termination shall be affected by serving a notice of termination on the contractor setting forth the manner in which the Contractor is in default. The contractor will only be paid the contract price for supplies delivered and accepted, or services performed in accordance with the manner of performance set forth in the contract. If it is later determined by the RTA that the Contractor had an excusable reason for not performing, such as a strike, fire, or flood, events which are not the fault of or are beyond the control of the Contractor, the RTA, after setting up a new delivery or performance schedule, may allow the Contractor to continue work, or treat the termination as a termination for convenience.

c. Opportunity to Cure (General Provision) The RTA in its sole discretion may, in the case of a termination for breach or default, allow the Contractor [an appropriately short period of time] in which to cure the defect. In such case, the notice of termination will state the time period in which cure is permitted and other appropriate conditions. If Contractor fails to remedy to RTA's satisfaction the breach or default or any of the terms, covenants, or conditions of this Contract within [ten (10) days] after receipt by Contractor of written notice from RTA setting forth the nature of said breach or default, (RTA) shall have the right to terminate the Contract without any further obligation to Contractor. Any such termination for default shall not in any way operate to preclude (RTA) from also pursuing all available remedies against Contractor and its sureties for said breach or default.

d. Waiver of Remedies for any Breach. In the event that RTA elects to waive its remedies for any breach by Contractor of any covenant, term or condition of this Contract, such waiver by RTA shall not limit RTA's remedies for any succeeding breach of that or of any other term, covenant, or condition of this Contract.

3.20 CONTRACT WORK HOURS AND SAFETY STANDARD ACT

The Contract Work Hours and Safety Standards Act is codified at 40 USC 3701, et seq. The Act applies to grantee contracts and subcontracts "financed at least in part by loans or grants from … the [Federal] Government." 40 USC 3701(b) (1) (B) (iii) and (b) (2), 29 CFR 5.2(h), 49 CFR 18.36(i) (6). The Act applies to construction contracts and, in very limited circumstances, non-construction projects that employ "laborers or mechanics on a public work" with a value greater than $100,000. These nonconstruction applications do not generally apply to transit procurements because transit procurements (to include rail cars and buses) are deemed "commercial items." 40 USC 3707, 41 USC 403 (12) Flow down Requirements: Applies to third party contractors and sub-contractors. (1) Overtime requirements - No contractor or sub-contractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty (40) hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half

(1.5) times the basic rate of pay for all hours worked in excess of forty (40) hours in such workweek. (2) Violation; liability for unpaid wages; liquidated damages - In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any sub-contractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and sub-contractor shall be liable to the United States for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of $10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty (40) hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section. (3) Withholding for unpaid wages and liquidated damages - NCTD shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or sub-contractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or sub-contractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section. (4) Subcontracts - The Contractor or sub-contractor shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section and also a clause requiring the sub-contractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any sub-contractor or lower tier sub-contractor with the clauses set forth in paragraphs (1) through (4) of this section.

IV. EVALUATION CRITERIA

4.1 ADMINISTRATIVE EVALUATION

Prior to the distribution of submittals to the Technical Evaluation Committee, the RTA shall perform an administrative evaluation of each submittal to determine completeness and responsiveness to this RFP.

4.2 EVALUATION CRITERIA

The following evaluation criteria will be used by the Technical Evaluation Committee. The criteria and the weighted values (in parentheses) to be used by the Technical Evaluation Committee in evaluating responses for the selection of a firm(s) to perform this service(s) are listed below:

CAPABILITIES AND EXPERIENCE (25 POINTS)

- Technical experience in performing work of a similar nature, including any transit projects
    - Firm's experience with community-informed design for infrastructure projects
    - Firm's experience with the designing structures that balance function and form, including minimizing long-term maintenance costs and maximizing aesthetic value
    - Firm's knowledge of the guidelines and requirements in the City of New Orleans and State of Louisiana in the public right-of-way, including historic preservation.
- References (provide up to 3)

PROJECT MANAGEMENT AND CONTROLS (10 POINTS)

- Demonstrated capability to perform the work on schedule and within budget, including methods used to control costs, prevent delays, and cost overruns.
- Past performance on similar projects including control of costs, quality of work, and ability to meet schedules.

EXPERIENCE OF KEY PERSONNEL (25 POINTS)

- Qualifications of project management, lead designer(s), lead engineer(s), and specialized staff in performing related work who will be assigned to this project and quality of relevant experience.
- Knowledge of designing public structures in historic cities and public right-of-

way

PROJECT APPROACH AND METHODOLOGY (20 POINTS)

- Demonstrated understanding of the scope requirements and potential problem areas.

- Completeness of Qualifications and technical content.

- Quality of approach to the management of the program including the administration of the budget; the management of the schedule; the administration of the programming and design phases, and the reporting protocol to the RTA.

TEAM COMPOSITION AND PARTNERSHIP STRENGTH (20 POINTS)

- Participation of DBE firm(s) including overall goal as well as specific role and proposed work for each DBE firm.

- Organization and composition of the full project team, including prime, subcontractors, or joint venture partners, if applicable.

- Processes used to ensure project coordination among multiple firms, if applicable and among disciplines.

- Internship and/or apprenticeship opportunities, particularly for high-school and higher education students in the New Orleans region.

- Any exceptional or value-added features or capabilities included in the proposed price for the work; may include ideas that are not specifically addressed in the scope of work.

4.3 CONTRACT AWARD

(1) The RTA intends to award a contract or contracts resulting from this solicitation to the responsible offeror(s) whose Qualifications (s) represents the best value after evaluation in accordance with the factors and sub-factors in the solicitation.

(2) The RTA may reject any or all Qualifications if such action is in the RTA's interest.

(3) The RTA may waive informalities and minor irregularities in Qualifications received.

(4) The RTA intends to evaluate Qualifications and award contracts without discussions with offerors. Therefore, the offeror's initial Qualifications should contain the offeror's best terms from a cost or price and technical standpoint. The RTA reserves the right to conduct discussions if the Contracting Officer later determines them to be necessary. If the Contracting Officer determines that the number of Qualifications that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the Contracting Officer may limit the number of

Qualifications in the competitive range to the greatest number that will permit an efficient competition among the most highly rated Qualifications.

(5) The RTA reserves the right to make an award on any item for a quantity less than the quantity offered, at the unit cost or prices offered, unless the offeror specifies otherwise in the Qualifications.

(6) The RTA reserves the right to make multiple awards if, after considering the additional administrative costs, it is in the RTA's best interest to do so.

(7) Exchanges with offerors after receipt of a Qualifications do not constitute a rejection or counteroffer by the RTA.

(8) The RTA may determine that a Qualifications is unacceptable if the prices proposed are materially unbalanced between line items or subline items. Unbalanced pricing exists when, despite an acceptable total evaluated price, the price of one or more line items is significantly overstated or understated as indicated by the application of cost or price analysis techniques. A Qualifications may be rejected if the Contracting Officer determines that the lack of balance poses an unacceptable risk to the RTA.

(9) If a cost realism analysis is performed, cost realism may be considered by the source selection authority in evaluating performance or schedule risk.

(10) A written award or acceptance of Qualifications mailed or otherwise furnished to the successful offeror within the time specified in the Qualifications shall result in a binding contract without further action by either party.

(11) If a post-award debriefing is given to requesting offerors, the RTA shall disclose the following information, if applicable:

(i) The agency's evaluation of the significant weak or deficient factors in the debriefed offeror's offer.

(ii) The overall evaluated cost or price and technical rating of the successful and the debriefed offeror and past performance information on the debriefed offeror.

(iii) The overall ranking of all offerors, when any ranking was developed by the agency during source selection.

(iv) A summary of the rationale for award.

(v) For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror.

(vi) Reasonable responses to relevant questions posed by the debriefed offeror as to whether source-selection procedures set forth in the solicitation, applicable regulations, and other applicable authorities were followed by the agency.

RTA shall score and rank all Qualifications based upon the evaluation criteria contained herein. An interview and/or presentation may be required. Award of this contract shall be to a properly licensed, responsible offeror deemed the most qualified, for which fair and reasonable compensation can be determined.

Proposers are reminded that price/cost shall not be used as an evaluation factor during the initial evaluation. However, price Qualifications will be evaluated and proposers are required to submit cost data separately with their Qualifications. Qualifications which do not contain cost/price information may be considered non-responsive to the administrative requirements of the RFP.

QUALIFICATION PRICING RESTRICTIONS

Any proposed overhead rate which exceeds 75% of approved categories (e.g., "labor") shall be substantiated by a current audit performed by an independent Certified Public Accounting Firm. Any proposed overhead rate which exceeds 100% of the approved categories shall be substantiated by a current audit conducted by a federal or state agency. Labor rates for all individuals who may perform any work associated with this project shall be identified in the Qualifications. The individuals will be identified by name and job category. This requirement extends to all individuals whether classified as professional or non-professional. Any changes in labor rates and/or additions or changes to personnel providing work on this project must be pre-approved by RTA in writing.

4.4 OVERHEAD RATES

Contractor will be required to submit an audited overhead rate.

4.5 PLACE OF PERFORMANCE

(a) The offeror or respondent, in the performance of any contract resulting from this solicitation, **____ intends, _____ does not intend [check applicable block]** to use one or more plants or facilities located at a different address from the address of the offeror or respondent as indicated in this Qualifications or response to request for information.

(b) If the offeror or respondent checks "intends" in paragraph (a) of this provision, it shall insert in the following spaces the required information:

Place of Performance (Street Address, City, State, County, ZIP Code)	Name and Address of Owner and Operator of the Plant or Facility if Other than Offeror or Respondent
_____	_____
_____	_____

ATTACHMENT I

SUPPLIER SUBMISSION CHECKLIST

The following items must be submitted as noted in order to be considered responsive.

Letter of Interest*

Consultant Questionnaire Form*

Non-Collusion Affidavit*

Certificate on Primary Debarment *

Certificate Regarding Debarment– Lower Tier *

Certification of Restrictions on Lobbying *

Participant Information Form*

DBE Form 1 – Contract Participation and DBE Commitment

DBE Form 2 – DBE Participation Questionnaire

DBE Form 3 – Documentation of Good Faith Efforts (if applicable)

DBE Form 4 – DBE Participation Plan (For RFPs and RFQs)

To be determined responsive all forms are due on the Qualifications submittal date.

INSTRUCTIONS FOR OBTAINING FORMS

Go to RTA's official web site at:
New Orleans Regional Transit Authority - Procurements and Contracts (norta.com)

Click on "Vendor Form Library"

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-067 **Finance Committee**

Fare Collection System Upgrade Consultant

DESCRIPTION: To award a professional services contract to provide technical advice for the assessment and upgrade of the agency's fare collection system.	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

To authorize the Chief Executive Officer to enter a two-year contract with Four Nines Technologies to provide technical advice on the assessment of RTA's existing fare collection system; guide the design and procurement of a new system; and provide on-call vendor support during the implementation of upgraded elements. The contract will have a not-to-exceed amount of $500,000.

ISSUE/BACKGROUND:

The RTA has identified a need to upgrade elements of its fare collection system in pursuit of its goal to provide a world-class rider experience and more efficient service delivery. To that end, the RTA has secured grant funding to complete a fare study and to modernize elements of its fare collection system. A consultant will bring knowledge of industry trends and technical expertise in designing and implementing upgraded fare collection systems and allow RTA to make optimal use of its designated funding.

DISCUSSION:

RTA sought responses from experienced and qualified consulting firms to help undertake a four-phase project over an expected two-year timeline.

Phase 1 - Initialization asks the consultant (1) to assess the current state of RTA's fare collection and reporting and deliver a report, (2) to draft a review of the current state of the practice at transit agencies around the country, and (3) to review the agency's in-progress Coordinated Fare Modernization Initiative (CFMI) and propose any additional programmed activities.

Phase 2 - Project Planning asks the consultant (1) to design a complete Concept of Operations document for an upgrade fare system based on the findings in Phase 1, describing the necessary human, material, and financial resources required to support a coherent flow of data and fare revenue through agency operations. It also asks the selected consultant (2) to propose Key Performance Indicators (KPIs) for an upgraded system and (3) to compose a high-level project plan to guide the timing of procurement and installation of new fare system elements while minimizing disruptions to the rider experience and service delivery.

Phase 3 - Procurement Support asks the selected consultant (1) to help agency staff develop

technical specifications and scopes of work to procure new fare system elements, (2) to inform the development of new evaluation criteria, and (3) to provide support in evaluating the firms and products submitted to agency requests for proposals.

Phase 4 - Implementation Support asks the consultant to provide on-call technical support and handle vendor interfacing during the period of product delivery, installation, and validation of an upgraded fare collection system.

Based on the responding firms, Four Nines Technologies was found to have relevant experience, understanding of the RTA's needs, and the best described approach to the project.

FINANCIAL IMPACT:

$136,588 is available for this project through Grant # LA2219-013 and $363,412 is available from RAISE FY21 to cover costs not to exceed $500,000.

The proposal suggests a not-to-exceed amount of $132,500 for Task Order 1 (which includes Phases 1 and 2) and a not-to-exceed amount of $222,000 for Task Order 2 (which includes Phases 3 and 4). The total not-to-exceed for the project is estimated at a total of $354,500.

This amount is within the estimated project budget and independent cost estimate of approximately $800,000. A total project not-to-exceed amount of $500,000 makes available contingency funds without affecting the overall project budget.

NEXT STEPS:

Upon RTA Board approval, staff will enter into an agreement for both Task Orders with Four Nines Technologies.

ATTACHMENTS:

1. Resolution
2. Procurement Summary-RFP 2025-010
3. Scope of Work
4. Four Nines Technologies - Proposal RFP 2025-010

Prepared By: Jack Duffy
Title: Manager, Fare Policy & Systems

Reviewed By: Gizelle Banks
Title: Chief Financial Officer

6/9/2025

Lona Edwards Hankins
Chief Executive Officer

Date

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6307

RESOLUTION NO. _____
FILE ID NO. 25-067_____

STATE OF LOUISIANA
PARISH OF ORLEANS

AUTHORIZATION TO AWARD A PROFESSIONAL SERVICES CONTRACT FOR TECHNICAL ASSISTANCE ON THE UPGRADE OF RTA'S FARE COLLECTION SYSTEM TO FOUR NINES TECHNOLOGIES

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, Four Nines Technologies has proposed providing technical assistance on a comprehensive fare collection system upgrade across an estimated 24-month project timeline; and

WHEREAS, the RTA has identified a need to modernize elements of its fare collection system to improve rider experience and make the collection of passenger fares more efficient; and

WHEREAS, Four Nines Technologies can provide technical expertise and system design knowledge to help the RTA deliver on its objective of a World-Class Rider Experience and improve its rate of pre-paid fares as highlighted in the agency's Strategic Mobility Plan; and

WHEREAS, RTA staff evaluated the proposed project elements, including pricing, submitted by all responsive bidders (including compliance with the project's DBE goal) and recommended the proposal from Four Nines Technologies; and

WHEREAS, funding is available from two grants—$136,588 from LA2219-013 and $363,412 from RAISE FY21—for a total cost **NOT TO EXCEED FIVE HUNDRED THOUSAND DOLLARS** ($500,000.00)**,** over a period of 30 months.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, is authorized to award/execute a contract with Four Nines Technologies.

THE FOREGOING WAS READ IN FULL, THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:

YEAS: _____
NAYS: _____
ABSTAIN: _____
ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE 26th DAY OF JUNE, 2025.

_____
FRED NEAL
CHAIRMAN
RTA BOARD OF COMMISSIONERS

PROCUREMENT SUMMARY-RFP 2025-010

REQUIREMENTS

Solicitation Request Routing Sheet #200 for Fare Collection System (FCS) Upgrade Consultant with attached scope of work was received by Procurement on August 31, 2024.

SOLICITATION

Request for Proposal (RFP) No. 2025-010 Public Notice was published in The Advocate on March 27, 2025. The Public Notice and the RFP 2025-010 were posted on the RTA website and Procureware site beginning March 26, 2025. The RFP submittal deadline was April, 25, 2025, at 1:00pm cst.

RFP SUBMITTAL

Contract Administrator Leah McCraw handled the receipt of all submissions received. Five (5) proposals were received.

DETERMINATION

Four (4) responsive proposals were received, and one (1) proposal was deemed non-responsive due to failure to meet DBE goal.

SUBMITTAL ANALYSIS

Respondents	Required Forms
Four Nines Technologies	RESPONSIVE
Edept LLC	RESPONSIVE
Niti Systems Consultant, Inc.	RESPONSIVE
Clevor Consulting Group Inc.	NON-RESPONSIVE
Hatch Associates Consulting Inc.	RESPONSIVE

SUMMARY

An Administrative Review was prepared by Contract Administrator, Leah McCraw.

A technical evaluation was conducted on Tuesday, May 20, 2025, at 11:00am cst. The evaluation committee consisted of the following:

Jack Duffy, Project Manager
Elliot Amsbaugh, Technical Evaluator
Norman Jee, Technical Evaluator
Angele Young, Technical Evaluator

The final combined scores are as follows:

Four Nines Technologies	361
Edept LLC	279
Niti Systems Consultant, Inc.	316
Hatch Associates Consulting Inc.	335

Four Nines Technologies received the highest final combined score for the technical evaluation of 361. Four Nines Technologies is determined to be responsive and responsible, and it is in the best interest of the Regional Transit Authority that Four Nines Technologies is recommended for award.

Fare Collection System Upgrade Consultant

Scope of Work

1. Introduction

The New Orleans Regional Transit Authority (NORTA) intends to update its current fare collection system, currently based on farebox cash payments, magnetic stripe passes and visual validation mobile ticketing, to a next-generation, account-based system that improves boarding speed and reduces operator interaction. NORTA is issuing this Request for Quote (RFQ) to select a consultant to provide strategic advice and technical assistance in planning, procuring, and implementing a new fare collection system (FCS). NORTA considers its fare collection system to be the holistic system of hardware, software, personnel, and standard operating procedures necessary to collect, count, and report passenger fares.

NORTA is seeking quotes from vendors with experience in transit fare collection systems who can support NORTA in:

- Evaluating and assessing NORTA's current FCS.
- Understanding the current state of practice and industry trends in FCS.
- Refining NORTA's strategic goals and success metrics for the project.
- Designing an upgraded FCS solution.
- Writing technical specifications, a cost estimate, and scope of work (SOW) for an RFQ to upgrade NORTA's FCS.
- Procuring and implementing an upgraded FCS.

2. Background

Agency Overview

NORTA is the regional transit authority for the New Orleans metropolitan area with an authorized service in Jefferson Parish. NORTA currently provides fixed-route bus, paratransit, ferry, and streetcar services. NORTA operates thirty-four (34) fixed route service routes, five (5) streetcar routes, two (2) ferry routes and on-demand paratransit services.

Service Type	Fleet	2022 Ridership	2022 Fare Revenue
Fixed-route, bus	176	7,352,274	$ 5,359,526
Fixed-route, streetcar	66	3,589,947	$ 3,789,335
Ferry	4	849,429	$ 1,248,578
Paratransit	50	188,935	$ 283,937

As the regional transit authority, NORTA leads regional efforts to coordinate services with a Regional Ride Pass that allows customers to transfer between NORTA and Jefferson Parish Transit (JP Transit).

Current Fare Hardware Systems

NORTA's current fleet is equipped with the following farebox and ITS systems:

- Genfare Fast Fare fareboxes (on 21 buses currently, with another 28 in process of delivery) with one open ethernet port (Digi Wr44)
- Genfare Odyssey fareboxes (on 113 buses) with one open ethernet port (Digi wr44)
- Genfare Odyssey fareboxes (on 64 streetcars, 128 devices total) with one open ethernet port each (Digi Wr44)
- 3 Genfare TVM Vendstar 4 for use in hubs/in front of canal
- 6 Genfare TVM Vendstar all dedicated to ferry

Fleet Software and Auxiliary Systems

NORTA's vehicles also utilize the following software and devices on board:

- Clever Devices IVN CAD/AVL (all vehicles)
- 31 of 66 street cars are equipped with Automated Passenger Counters (APCs)
- 20 paratransit vehicles use Greyhawk GH7 units for CAD/AVL manifests (trip manifests are generated in Trapeze).
- 39 paratransit vehicles use Greyhawk GHM tablet (Samsung) for CAD/AVL manifests and turn-by-turn directions
- Paratransit vehicles do not have open router ports; only 21 paratransit vehicles are equipped with an in-use router.

Current Fare Sales Practices

Fare collection for fixed route service significantly involves Genfare farebox systems that accept cash, coins, and paper passes. Although Fast Fare fareboxes also have NFC, tap-to-pay, mag stripe, and QR scanning technology, those functions are not all utilized in current agency practices.

TVMs accept cash and credit cards and print paper, magnetic-stripe tickets that are validated at on-vehicle fareboxes. TVMs are capable of printing and scanning QR codes, but those functions are not utilized in current agency practices.

Mobile ticketing currently relies on visual verification from operators. Currently, the agency uses Token Transit as a back-end payment collection system integrated into a Moovit-developed white-label app owned by NORTA ("Le Pass"), the Transit app, and other mobile platforms.

Magnetic-stripe pass products are also sold via direct sale from the agency and distributed via USPS or delivered by the agency. Retail partners sell some fare products at 11 locations across the city.

Paratransit trips are booked by directly contacting NORTA where staff plan trips and generate manifests using Trapeze software. Payments for paratransit trips are made in cash to vehicle operators. Nearly 100% of paratransit fares are paid in cash.

Coordinated Fare Modernization Initiative

In 2021, NORTA began the Coordinated Fare Modernization Initiative (CFMI), an inter-departmental effort to modernize all fare-related elements of the agency, including marketing, sales, ticketing, collection, validation, and accounting.

The goals of the CFMI are aligned with those of the Agency's Fare Policy, developed as one component of the CFMI. The Fare Policy was drafted to be technology- and solution-agnostic but confined to the policy options available with current FCS.

NORTA recognizes that some possible strategies may achieve one objective at the expense of another. The consultant selected through this RFQ will assist NORTA in developing an FCS solution that aligns with the overall objectives of the CFMI.

NORTA's CFMI goals include:

- **Improve Service**—Enhance service reliability and increase overall speed of service through reducing dwell time associated with fare payment and collection.
- **Advance Diversity, Equity, and Inclusion**—Ensure fare collection modernization is a net benefit for riders regardless of their access to banking, use of technology or ability; prioritize regular, local riders and leverage m and reduce barriers to faster payment system.
- **Minimize Operator Involvement in Fare Collection**—Minimize the role of operators in fare collection and fare disputes to allow them to focus on providing safe, reliable, and welcoming service.
- **Support Open Standards**—Design an FCS that will allow future adaptability and system resilience by using open standards.
- **Increase Efficiency and Simplicity**—Ensure FCS technology, payments, and processes from end user to back office are not overly complex or processes are Increase speed and efficiency of rider boarding and simplicity of Fare Elements for customers.
- **Expand and Connect Participation**—Permit the growth of fare sales through third-party providers, employers, and stakeholders; be scalable to integrate other regional transit agencies and transportation modes.
- **Optimize Return on Investment**—Optimize the value of capital and operating expenditures on Fare Elements.
- **Support Regional Integration**—Design a system that can serve as a regional solution for NORTA and neighboring agencies for a seamless rider experience across transit systems.

3. Program Requirements

NORTA is planning for a next-generation FCS that improves on existing practices at the agency and in our riding public, utilizes next generation technologies, is flexible in providing for new services, is scalable in expansion of existing services and system upgrades, and provides security for the agencies and public while improving the customer experience.

NORTA is seeking a Consultant to provide on-call planning, technical assistance and owner's representative services for the implementation of the CFMI resulting in a system that will align with the following principles:

- Utilizes open architecture.
- Supports account-based ticketing and a system for fare capping.
- Allows future flexibility in FCS development.
- Simplifies boarding experience for riders and operators.
- Supports operational efficiencies for applicable transit modes.
- Reduces the share of purchases made at vehicle farebox in cash.
- Improves back-end reporting and integration with agency data systems.

NORTA seeks to accomplish this while minimizing disruption to its service delivery and customer experience. Any plan for the transition from NORTA's status quo FCS through to the implementation of a new FCS should take account of these needs. Plans for a new FCS should also consider the necessary staff time and overall cost of ownership, especially in comparison to the status quo system.

The Consultant will provide the full breadth of their firm's technical expertise, procurement strategy advisory experience, and management lessons to support the CFMI. The Consultant resources made available to NORTA should include both management and practical lessons gained from similar project situations.

The Consultant must demonstrate the ability to apply expertise in our local context and will provide white papers, case study examples, direct strategic advice, and/or provide written analysis as needed to support the work requirements. The Consultant will provide the full breadth of their firm's technical expertise, procurement strategy advisory experience, and management lessons to support the project.

The Consultant resources made available to NORTA should include both leadership and practical lessons gained from similar project situations. The Consultant must demonstrate the ability to apply expertise in our local context and will provide white papers, case study examples, direct strategic advice, and/or provide written analysis as needed to support the work requirements.

The selected consultant services will be available to support NORTA through the complete implementation of its next-generation FCS.

4. Task Order Services

The Consultant shall provide Task Order (TO) professional consulting services in connection with the CFMI and implementation of the next-generation FCS. NORTA shall notify the Consultant in writing of the Task Order services. Consultant will submit a detailed proposal with elements detailed below for review by NORTA. After Consultant and NORTA agree on the scope of work and fee proposal, NORTA will issue a formal written notice-to-proceed (NTP) and the Consultant will commence services for the specified task. All task orders are subject to the terms and conditions contained in this solicitation.

Documentation shall include:

- Detailed scope of work
- Schedules with milestones for deliverables and other key stages of the task
- Fee, based on the rates submitted in the Consultants successful proposal, including approved other direct costs

NORTA anticipates the following Task Orders:

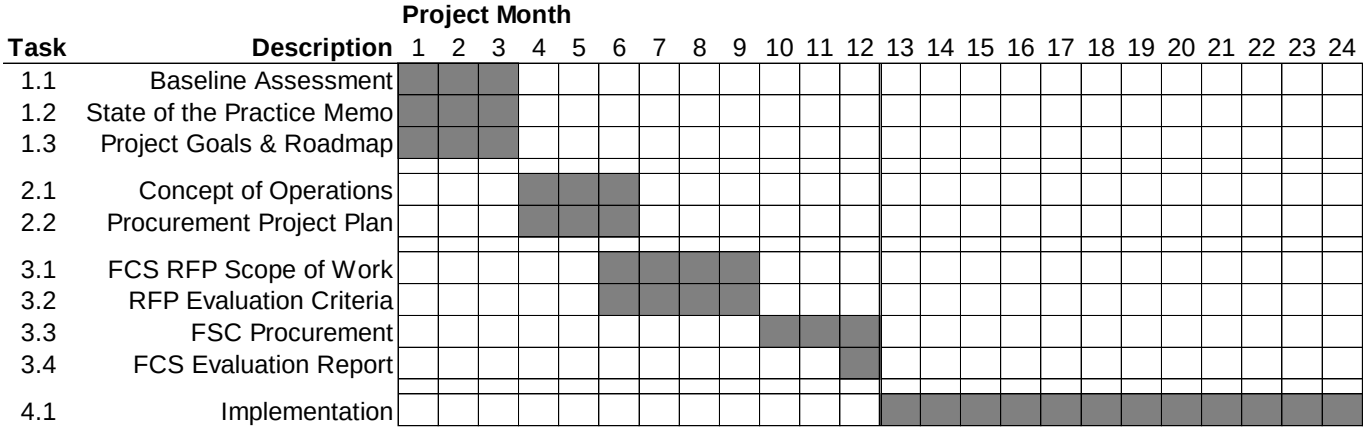
Task #	Task Name	Timeframe	Comments
Task 1	CFMI Initialization Project Planning & Management	Month 1-3 Month 4-6	Draft scope included in Exhibit 1; Initial response and pricing to be included in this proposal
Task 2	Procurement Support Project Implementation Support	Month 6-12 Month 13-26	Draft scope included in Attachment 1; Proposal will be requested from/negotiated with contractor should task be required

5. Program Schedule

The selected Consultant will work with NORTA staff to develop a specific program plan, including identifying key stakeholders; developing a task list and work breakdown structure; identifying key checkpoints; and determining an overall schedule for the project phases described above.

**A detailed timeline of activities should be included as part of the submission from each respondent.

A proposed timeline for tasks and deliverables as part of the CFMI program included below:



6. Selection Criteria

6.1. Experience / Qualifications (30%)
Evaluation will be based on demonstrated success, ability to meet deadlines, case studies showing successful planning, management and support for similar projects, and familiarity with current technology and best practices in relevant fields.

6.2. Knowledge and Experience of Key Individuals (25%)
Evaluation will be based on the demonstrated qualifications and experience of proposed project staff.

6.3. Project Approach and Resource Management (30%)
Evaluation will be based on demonstrable understanding of the nature of the work and the general approach to be taken, including identifiable, specific considerations in order to meet the needs of the New Orleans market and NORTA ridership.

6.4. Partnership Strength (15%)
Evaluation will be based on the composition and structure of the team and any exceptional or value-added features or capabilities included in the proposed price for the work and may include ideas that are not specifically addressed in the scope of work.

Evaluation will also be based on proposing party's plan to meet goals for DBE participation as identified in [xx].

7. Contract Structure

The contract will be an on-call task-order basis, with each Task Order to be negotiated for a not-to-exceed amount using the rates submitted in the successful Proposal.

A Consultant's selection does not guarantee that the Consultant will receive Task Order assignments. NORTA reserves the right to separately procure consulting services for a task in lieu of assigning a Task Order to the Consultant. A Consultant's selection for this contract does not preclude the Consultant from submitting its qualifications for other NORTA projects.

8. Proposal Requirements

Proposals should be no longer than 15 pages (double-sided), not included required NORTA Forms. Proposals should use single spaced, 12-point font. Proposals should include:

8.1. **Cover letter**

8.2. **Project Approach**: Proposed project approach to the project tasks and deliverables including any potential clarifications, enhancements, or improvements for phase activities and deliverables

8.3. **Project Schedule**: Proposed project schedule to accomplish the described tasks and proposed project approach, described above, including a preliminary overall FCS deployment schedule

8.4. **Project Team**: all firms, team size, structure including project roles, and relevant experience of proposed project team members

8.5. **Team Profile**: Company profile and experience completing similar projects

8.6. **NORTA Forms**: as indicated in Submission Checklist section xx

8.7. **Pricing**:

List hourly rates for all proposed team members for services required. Rates should provide a complete breakdown showing unburdened labor rate, G&A, overhead and profit, as well as a

separate estimate for anticipated travel costs based on the estimated schedule provided in this RFQ.

8.8. **Initial Proposal for Task Order 1**:

Provide an initial proposal for Task Order 1, listed in Exhibit 1, based on the required elements identified in Section 4 of this Scope of Work.

Exhibit 1: Draft Task Order 1

1. Phase 1: CFMI Initialization

In the Initialization phase, the Consultant will work with NORTA project staff and key internal stakeholders to establish a baseline understanding of the agency's current FCS, identify emerging best practices in transit fare collection, and define performance goals the agency should use for its FCS upgrade.

1.1. Phase 1 Activities

1.1.1. Review agency's existing Fare Policy, draft Fare Study, and Coordinated Fare Modernization Initiative plan.

1.1.2. Assess existing NORTA fare collection system, including a concept of operations for the existing FCS that maps money and data flows.

1.1.3. Assess total cost of ownership for NORTA's existing FCS.

1.1.4. Summarize current state of transit fare collection practices, policy, and technology, including sections on the following:

1.1.4.1. Pre-Paid Boarding

1.1.4.2. Mobile Technology

1.1.4.3. Account-Based Ticketing

1.1.4.4. Cashless Cares

1.1.4.5. Open Loop versus Closed Loop Systems

1.1.4.6. Technology Standards

1.1.4.7. Rider equity in collection methods, including Title VI considerations involved in a FCS upgrade

1.1.5. Develop agency goals from Fare Policy into a set of measurable "end state" strategic goals for an FCS upgrade.

1.1.6. Create a strategic framework for operation of FCS in partnership with NORTA project staff and internal stakeholders.

1.1.7. Recommend changes to the agency's Fare Policy to support the implementation of a next-generation fare collection system.

1.2. Phase 1 Deliverables

1.2.1. A baseline assessment report of the agency's existing FCS, that includes a review of existing policy, technical elements, and cost of ownership (elements described in Activities 1.1.1 – 1.1.3.).

1.2.2. State of the Practice Memo, as described in Activity 1.1.4.

1.2.3. Suggested updates to the agency's CFMI plan, including strategic goals, staffing needs, and policy updates that would best support an optimized FCS—as described in Activities 1.1.5 – 1.1.7.

2. Phase 2: Project Planning & Management

In the Project Planning and Management phase, the Consultant will develop an overall timeline and project sequence for planning, procuring, and deploying NORTA's next-generation FCS.

2.1. Phase 2 Activities

2.1.1. Identify and list internal stakeholder requirements in an upgraded FCS.

2.1.2. Identify and list external customer requirements.

2.1.3. Develop, in partnership with NORTA staff, a Concept of Operations.

2.1.4. Develop, in partnership with NORTA staff, key performance indicators for the upgraded FCS derived from the strategic framework for NORTA fare collection.

2.1.5. Outline the timeline and necessary steps to procure and deploy the next-generation FCS, that includes at least the following elements:

2.1.5.1. Preliminary cost estimates for proposed FCS solutions (both one-time implementation costs and on-going maintenance costs)

2.1.5.2. Deployment plan that identifies necessary contract actions, task dependencies, and quality measures needed to successfully deploy an upgraded FCS

2.1.5.3. Validation plan, identifying indicators that will confirm the installed FCS meets NORTA and rider needs as defined in the Concept of Operations.

2.2. Phase 2 Deliverables

2.2.1. Concept of Operations report that provides a staff-facing description of how the new fare collection system will work.

2.2.2. Key Performance Indicators (KPI) for the new FCS

2.2.3. Procurement Project Plan, that includes elements listed in 2.1.5.

Exhibit 2: Draft Task Order 2

1. Phase 3: Procurement Support

In the Procurement phase, the Consultant will assist NORTA project staff in writing a clear Request for Proposals for necessary elements of an upgraded FCS and will supplement the procurement process with technical expertise.

1.1. Phase 3 Activities

1.1.1. Draft Scopes of Work (SOW) that will specific the technical requirements of NORTA's next-generation FCS.

1.1.2. Support NORTA project team in establishing evaluation criteria for its FCS RFQ based on best practices.

1.1.3. Deliver a digest of each submitted proposals to the FCS RFQ, summarizing how each FCS RFQ respondent proposal addresses requirements and evaluation criteria.

1.2. Phase 3 Deliverables

1.2.1. RFQ technical documents

1.2.2. FCS proposal evaluation criteria

1.2.3. Evaluation report of FCS RFQ respondents

2. Phase 4: Implementation Support

In the Implementation Support phase, the selected consultant will support the NORTA project team and relevant technical staff in deploying the chosen FCS.

2.1. Phase 4 Activities

2.1.1. In the Implementation Support phase, the selected consultant will support the NORTA project team and relevant technical staff in deploying the chosen FCS.

2.1.2. Advise as needed to assist NORTA staff in transitioning to the successor system including identifying the approach for the transition of data from the legacy system to the new database for all data collected during the deployment of the new system, while the legacy system is still in operation.

2.1.3. Review any Change Order Requests from the successful FCS vendor and evaluate necessity, provide independent cost estimate and validation of proposed scope adjustment.

2.1.4. Review successful FCS vendor invoices and submit written concurrence on work performed and received.

2.1.5. Confirm elements of chosen FCS are installed and functioning according to Concept of Operations and Deployment Plan.

2.1.6. Verify installation and deployment of full FCS satisfies conditions described in Validation Plan.

2.2. Phase 4 Deliverables

2.2.1.Regular, written reports on project progress

2.2.2.Completion ‘punch list’

2.2.3.Document management and training, as needed

Bid Response Summary

Bid Number	RFP 2025-010
Bid Title	Fare Collection System Upgrade Consultant (rebid)
Due Date	Friday, April 25, 2025 1:00:00 PM [(UTC-06:00) Central Time (US & Canada)]
Bid Status	Closed to Bidding
Company	Four Nines Technologies
Submitted By	Craig Jaffe - Friday, April 25, 2025 11:52:52 AM [(UTC-06:00) Central Time (US & Canada)] info@fourninestech.com 4154980095
Comments	

Question Responses

Group	Reference Number	Question	Response
Default Item Group			
	RFP 2025-010	please upload proposal.	Four Nines Technologies - Proposal RFP 2025-010.pdf

RFP No. 2025-010

Fare Collections System Upgrade Consultant

Proposal
April 25, 2025

four nines technologies

Presented by: Four Nines Technologies with The Transport Group

Four Nines Technologies
101 Madera del Presidio Drive
Corte Madera, CA 94925

April 25, 2025

New Orleans Regional Transit Authority

Subject: Proposal in response to RFP No. 2025-010 Fare Collections System Upgrade Consultant

Dear Selection Committee Members:

Four Nines Technologies is pleased to present our proposal to provide Fare Collections System Upgrade consultant support to the New Orleans Regional Transit Authority (RTA). We are excited to be joined by DBE The Transport Group (TTG) in this proposal. This opportunity is exciting for us because we can leverage our firms' more than 35 years of combined experience in the fare system strategy and implementation. We bring a depth of knowledge and resources with experience providing fare collection consulting support for CapMetro in Austin; RTD in Denver; JTA in Jacksonville; NCTD in San Diego; Sound Transit in Seattle; and WMATA in Washington D.C.

As you consider our response to your RFP, we highlight these specific key areas that we believe differentiate our team and approach from others:

- **We have broad and deep experience in all stages of fare collection projects.** We have consulted on dozens of fare collection projects nationally, creating strategies and needs analyses, gathering requirements and assisting with procurements, and providing technical expertise through design, testing, and implementation. This team has the expertise to execute RTA's Task Orders 1 and 2 as well as any future task orders.

- **We have demonstrated success as a team.** Four Nines and TTG are teamed together at WMATA providing fare collection back office, ticket vending machine, and open payments support. We have a history of successfully meeting project milestones successfully even in the face of aggressive project timelines.

- **We are also experts in fare policy.** We have extensive knowledge of fare policy trends through dozens of fare policy projects and Title VI fare equity analyses. We have conducted research, financial analyses, and completed peer reviews on fare policies including pass programs for employers/universities, regional fare products, and fare capping and other discount programs to support the development and implementation of fare changes.

- **We understand the unique complexities of integrated multi-modal ticketing.** Providing a cohesive fare payment experience across diverse modes is no small feat. We have consulted on fare collection for ferries at Golden Gate Transit, King County Metro, Kitsap Transit, Washington State Ferries, Jacksonville Transportation Authority, and EMBARK in Oklahoma City; on streetcar in Atlanta, Oklahoma City, Portland, Seattle and Washington

D.C.; and on paratransit and microtransit for Ben Franklin Transit, CapMetro, CCTA in Kalamazoo, COTA in Columbus, and Denver RTD.

We bring a depth of knowledge and resources from two of the leading firms in transit technology fare collection. We hope this response conveys our enthusiasm for the opportunity to support the RTA. Please contact Principal Curtis Pierce at (510) 541-2799 or curtis@fourninestech.com or Project Manager Amy Martin at (925) 209-5979 or amy@fourninestech.com should you have any questions or to discuss our qualifications and approach in more detail. We look forward to partnering with you on this important project.

Sincerely,

Curtis Pierce
Principal, Four Nines Technologies
curtis@fourninestech.com | 510.541.2799

Amy Martin
Project Manager
amy@fourninestech.com | 925.209.5979

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1 Project Approach

1.1 Project Understanding

The New Orleans Regional Transit Authority (the RTA) is looking for a consultant to provide technical expertise and industry knowledge to support them throughout the discovery, design, and planning of a new fare collection system. A good consulting team will bring experience from similar projects to shorten the decision cycles and help avoid pitfalls while providing necessary technical expertise and will have extensive experience to support the RTA with case study examples tailored to the RTA's local context.

A major component of the RTA's vision to become the preferred mobility provider in the region includes improving how customers pay for transit, enhancing the customer experience, and supporting seamless, equitable fare practices. An upgrade fare collection solution will be an integral part of improving the customer fare payment experience and supporting the improvements identified in the RTA's 2023 Strategic Mobility Plan update and the Coordinated Fare Modernization Initiative (CFMI) initiated in 2021.

This project will include an assessment of the RTA's current state and will help guide the RTA through critical decisions as the agency works towards releasing an RFP for an upgraded Fare Collection System (FCS). These activities, which will include stakeholder interviews, will result in the definition of specifications for the new system and a Scope of Work for use in an RFP to select a vendor. The RTA is also looking for the selected consultant to provide technical assistance related to the RFP process and transition and implementation support for the new FCS.

1.2 Overall Approach

Four Nines' project management philosophy can best be described as rigor without rigidity. As good project managers, we spend a lot of energy at the beginning of projects on proper planning. During the execution phase, we focus on regular, structured communication with stakeholders. We believe that engaged stakeholders are core to a project's success. We regularly provide stakeholders with updates, and we like to workshop decisions to be made during the project to ensure that all voices are heard and acknowledged.

Four Nines Technologies is experienced in managing on-call contracts. From 2019-2024, we provided highly similar services to CapMetro as the single awardee of their Fare Collection Consulting Services bench. We have also supported Metrolink with a variety of fare policy studies and Title VI Equity Analyses as the single awardee of their Fare Policy and Ridership Analysis bench. Additional bench contracts where we are actively working include the Golden Gate Bridge, Highway and Transportation District's (GGBHTD) Tolling, Electronic Payments, and Data Analysis bench, GGBHTD's On-Call IT Project Management Bench, Denver RTD's ITS bench, and NCTD's On Call IT and Business Systems bench. We understand the unique complexities of staffing a long-term contract that may have significant variability among the task orders issued.

Amy Martin, our proposed project manager, will be responsible for ensuring people and resources are available to support the project and each individual task. Amy is a certified PMP and served as Project Manager for Four Nines' on-call fare collection contract with CapMetro and is serving as Project Manager for the Denver RTD ITS bench, through which Four Nines is providing ongoing fare collection consulting services.

For each task order, staffing will be assigned by Amy in consultation with the RTA to identify the professionals with the appropriate skills and experience. The process for staffing each task order will include assigning experienced personnel on all tasks, leveraging and maintaining continuity and knowledge of the RTA, and consideration of staff availability to ensure the team proposed is the team that will execute the work. A clear task order response will be put together that illustrates understanding, experience, approach, deliverables, time, and estimated costs.

Our initial proposals for Task Order 1 and 2 are provided in the following sections. Detailed schedules for Task Orders 1 and 2 are provided in the following sections and together provide a proposed schedule for the overall project, including a preliminary overall FCS deployment schedule. We will review the overall schedule, approach, and key milestones with the RTA Project Manager at contract initiation.

1.3 Task Order 1 Proposal

1.3.1 Phase 1: CFMI Initialization

Phase 1.1 Current State Assessment

We propose to initiate the contract and this Task Order with a kickoff or chartering session conducted with our team and the RTA program management team. The kickoff will provide an opportunity for the team to review the draft work plan and project schedule prior to finalization. Within this step, we have found it beneficial to define what success should look like for the project.

The first technical project deliverable will be a Current State Assessment that documents the RTA's existing FCS. Undertaking a Current State Assessment is a standard part of our approach in all of our enterprise system procurement projects and can help bring to light previously unknown system requirements or limitations. The Current Statement Assessment in this project will be critical to understanding the RTA's current FCS and customer experience, its strengths and limitations, operational activities unique to the RTA, and the future planning work already completed by the RTA. This will allow us to tailor the subsequent State of the Practice Review accordingly.

We also find that the Current State Assessment fosters stakeholder involvement early in the project, engendering trust in the process and promoting buy-in during later transition and implementation phases. As part of the Current State Assessment, we will review background information to gather the information that will allow us to assess the existing FCS. Information we will review will include:

- Existing Fare Policy
- Draft Fare Study
- Coordinated Fare Modernization Initiative plan
- Other related planning studies
- Existing methods of fare payment and distribution
- Stakeholder responsibilities and relationships
- Types of fare media and technologies
- Current fare system outputs, such as reports
- Existing revenue management and financial reconciliation processes
- Summary level fare purchase and usage data

We will also conduct up to six stakeholder interviews with key RTA staff and stakeholders to help us develop current state maps for the existing FCS, including the relationships between existing hardware and software products used for fare collection, money flows, and data flows. In addition to helping us map the existing solution, our interviews with RTA stakeholders will help us to identify the strengths and weaknesses of the current FCS. We have found that stakeholder interviews are essential in reviewing a client's fare system and understanding its needs, opportunities and challenges. Interview objectives include:

- Reviewing details of current fare collection technology and key elements of the fare structure/policies
- Identifying strengths and shortcomings of current fare collection technology
- Identifying use and goals for data from the fare collection system
- Reviewing how fare media is used and distributed
- Discussing concerns and recommendations related to fare collection technology
- Understanding customer perspectives on the fare payment experience and unique customer groups served by the RTA
- Confirming alignment of the CFMI goals and stakeholder goals

We will document RTA's existing state, including the current state maps and the total cost of ownership, in the Current State Assessment memo. The memo will conclude with an analysis of the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) facing the RTA in fare collection technology and fare policy. Amy will lead this subtask, with support from the entire team. She recently led a similar Current State Assessment task for the ACE commuter rail system in California and for Denver RTD's Systemwide Fare Study and Equity Analysis. Curtis will lead the development of the current state maps and total cost of ownership.

Phase 1.2 State of the Practice Review

A State of the Practice review is an effective way to explore industry best practices and identify opportunities to better meet customer and agency needs. We will leverage the information gathered from the RTA in the prior subtask to focus the information examined as part of this subtask and included in this deliverable.

The technologies for fare collection are constantly evolving. Four Nines has been involved in electronic fare collection from its first generation, and we maintain an ongoing interest in how the technologies are changing and how our client agencies can leverage them. Our State of the Practice Memo will present the RTA with an overview of the current state of fare collection technologies currently deployed, additional technologies likely to be deployed in the near future, and trends in related policies and programs.

At a minimum, the memo will include sections on the following:

- Pre-Paid Boarding, including for paratransit and future BRT
- Mobile Technology
- Account-Based Ticketing
- Cashless Cares
- Open Loop versus Closed Loop Systems
- Technology Standards
- Rider Equity and Title VI Considerations

Based on the interests of RTA project staff and stakeholders, the memo may also include industry information on topics such as:

- Employer, University, and Other Institutional Pass Programs
- Bikeshare Integration with Transit Payments
- Microtransit Payment Integration
- Regional Fare Collection and Policy Approaches
- Strategies to Reduce Operators' Role in Fare Collection
- Microtransit & Paratransit Cancellation and No-Show Policies

We will leverage our existing industry knowledge to draft this memo, supplementing with additional desk research as required. We will summarize this information in the State of the Practice memo. This memo can then be used to help educate a broader set of RTA staff and stakeholders about available technologies and practices that the RTA may opt to pursue as part of the Coordinated Fare Modernization Initiative. Amy will lead this subtask, with primary support from Marcy and Maeve. Amy has led similar industry reviews for the San Joaquin Regional Rail Commission and San Joaquin JPA, Denver RTD, and CapMetro.

Phase 1.3 CFMI Plan Updates

In this task, we will define at a conceptual level the recommended future fare collection design and supporting fare policy. This will take the form of a summary vision statement accompanied by measurable end state strategic goals for the FCS upgrade. The strategic goals will build on the

existing CFMI plan, information uncovered during the Current State Assessment, and industry trends and topics of interest discussed in the State of the Practice Review. We will update the eight existing CFMI goals and define measurable end goals associated with each. For example, the existing goal to "Minimize operator involvement in fare collection" might be paired with an end goal of eliminating the visual validation of tickets; "Improve service" might be paired with a specific reduction in on board cash collection or a target penetration for new electronic fare media.

Additionally, we will recommend changes to the RTA's Fare Policy that will support the implementation of the next generation FCS and align with the strategic goals. Common changes made with the implementation of a new electronic FCS include eliminating the pre-purchase of fares and introducing fare capping, so the customer always receives the best fare; introducing new fare products or policies that improve the multi-modal fare payment experience, such as time-based passes or transfer discounts; and simplifying the experience of qualifying for discounts.

Finally, we will create a strategic framework that will guide the operation of the future FCS. This framework will help the RTA to identify the anticipated impact of the new FCS on various departments and begin to evaluate staff preparedness to support a next generation FCS. Based on earlier efforts, we will identify at a high level impacts by department and areas where defining the roles and responsibilities required for operation of the new system is still required.

Curtis will lead the Strategic Goal Development and Strategic Operating Framework portions of this subtask. Maeve will lead the Fare Policy recommendations portion of this subtask. Amy, Marcy, and Christina will provide support. Curtis led the development of the ORCA Strategic Plan for the seven agency regional consortium in Seattle.

Phase 1 Deliverables

- Current State Assessment
- State of the Practice Memo
- CFMI Plan Updates
    - Strategic Goal Development
    - Strategic Operating Framework
    - Recommended Fare Policy Updates

1.3.2 Phase 2: Project Planning and Management

Phase 2.1 Concept of Operations

We will next develop a Concept of Operations (ConOps). The ConOps will define the overall key system capabilities and business requirements for the future fare collection vision defined in the previous subtask and provide a clear description of how the new FCS will work. Our approach to developing the ConOps will rely on the discussions conducted and decisions made during Phase 1 as well as targeted follow up discussion with key staff and stakeholders to ensure we have identified the internal stakeholder and external customer requirements for the upgraded FCS. We will also leverage our recent experience developing ConOps documents in Denver, Washington D.C., and Portland, Maine.

Throughout the ConOps development, the team and project stakeholders will consider many important design decisions and requirements with the objective of eliminating any options that are deemed unfeasible or undesirable, confirming desirable options, and selecting an approach where possible. The ConOps will provide a user-oriented view of the integrated system and will form a solid basis for establishing consensus and defining the key system and business requirements that will be further developed during a future project stage in preparation for an RFP.

Development of the ConOps will be an iterative process in partnership with RTA staff. We will rely on the RTA project team to provide guidance regarding design decisions and competing approaches, including reaching back to additional agency staff and subject matter experts to confirm selections during development of this deliverable.

Amy will lead this subtask, with support from the entire team. She is the lead author for similar Concepts of Operations for Denver RTD, Ben Franklin Transit, and the Central Ohio Transit Authority.

Phase 2.2 Key Performance Indicators

Based on the envisioned future FCS, and in partnership with RTA staff, we will develop key performance indicators (KPIs) for the upgraded FCS derived from the strategic framework developed as part of the CFMI updates in Phase 1. KPIs primarily fall into three categories:

1. Availability - Measure of the time that a component or system is operational and available for its intended use (i.e., uptime)

2. Reliability - Measure of the frequency at which a component or system experiences an issue that results in disabled or degraded operation (i.e., failure rate)

3. Accuracy - Measure of the frequency with which the execution of a component or system process results in inaccurate or missing data

In developing RTA's KPIs, we will aim to use metrics that reflect real-world system performance and look to measure performance of one component or system at a time. For KPIs related to the future vendor's performance, KPIs will be defined to ensure the vendor is wholly responsible for factors impacting performance. For example, an availability KPI can't be required of a vendor who is not responsible for maintenance of the system in question. Expected KPIs for the future fare collection vendor(s) developed in this subtask can be included in future procurement documents to set vendor expectations.

Curtis will lead this subtask, with primary support from Marcy. Curtis has led the development of fare collection KPIs for Seattle and WMATA.

Phase 2.3 Project Procurement Plan

The Project Procurement Plan will consist of three distinct elements: the Procurement Plan, an Initial Deployment Plan, and a draft Validation Plan.

The Procurement Plan will outline the timeline and necessary steps to procure RTA's next generation FCS. This plan will explore potential procurement strategies, including opportunities to use more than one procurement to acquire different elements of the system, project

sequencing, and the potential use of split procurements or an industry Request for Information (RFI). We have written similar procurement plans for most agencies that we have assisted with fare system procurements, including WMATA, Sound Transit, CapMetro, and Denver RTD most recently.

The Procurement Plan will also include preliminary cost estimates for the proposed FCS solution. These preliminary cost estimates will be based upon the future state detailed in the Concept of Operates.

Our team will base the estimates upon costing and bids for similar sized fare collection systems and will include both one-time capital and on-going system operations costs.

The Initial Deployment Plan will outline the transitions of vendor contracts, media and media distribution networks, and customer accounts. Depending on the choices made in prior task activities, the Initial Deployment Plan will consider topics such:

- How and when will customer accounts transition from the existing Token Transit/Moovit mobile solution to the FCS?
- Are any changes to the existing Genfare fareboxes or TVMs required? What is the timing for those changes and are there contractual implications?
- Will any fare media or existing fare products be sunsetted with the implementation of the new FCS? How should the RTA begin planning for it now to ensure a smooth transition for customers and operators?

Detailed cutover plans will be dependent upon the specific vendor solutions proposed and agreed upon during subsequent procurement and detailed system design. Where appropriate, detailed cutover plans will be vendor deliverables and/or collaborative planning documents created in conjunction with vendors. Therefore, some aspects of the Initial Deployment will be speculative based on multiple scenarios and broad assumptions of what might be proposed by likely vendors. The goal of this plan will be to develop rough sketches of likely scenarios and establish the viability of potential paths forward; this will also enable us to provide guidance to potential vendors during the RFP as to the RTA's preferred deployment approach.

We have prepared similar deployment plans for all our fare system projects, including at ORCA in Seattle. That deployment plan guided the spring 2022 next generation system launch that allowed riders to continue using their existing ORCA smart cards without interruption throughout the vendor transition.

The final component of the Project Procurement Plan will be a draft Validation Plan. The draft Validation Plan will define how program validation will be performed. Validation determines if the installed system meets the needs of the system's owner and stakeholders. The needs, identified in the Concept of Operations, will ultimately be cross-checked through inspection, analysis, demonstration or testing of the system. The draft Validation Plan will define the indicators that will be used to validate each need and provide an initial proposal as to how the validation activity will be completed. The draft Validation Plan will be updated following vendor selection to reflect more specifics regarding how the validation process will occur.

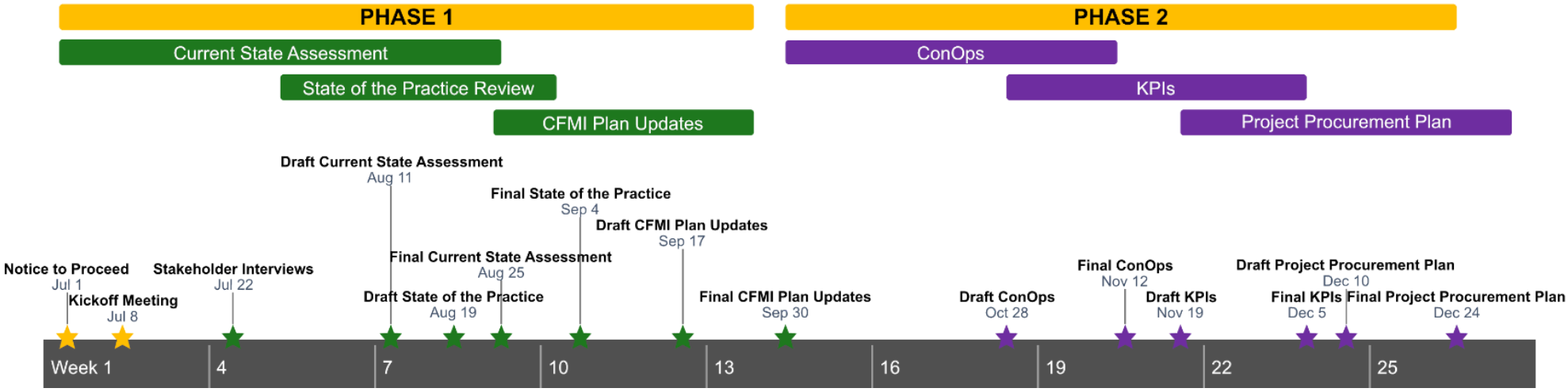
This subtask will culminate in a staged, practical plan to procure and introduce new technology and features that modernize and enhance the customer experience and support the RTA's strategic goals as defined in Phase 1. Curtis will lead this subtask, with support from the entire team. Curtis led the development of deployment and validation plans for ORCA and WMATA, as well as procurement plans for CapMetro, ORCA, and WMATA.

Phase 2 Deliverables
● Concept of Operations ● Key Performance Indicators ● Project Procurement Plan

1.3.3 Task Order 1 Schedule

A notional task order schedule follows. Our schedule assumes a July 1, 2025 Notice to Proceed and aligns with the six-month schedule suggested by RTA in the RFP for this task order. We believe this is a realistic schedule, appropriately accounting for the time required to gather background documentation and schedule stakeholder interviews. Our pricing for this task includes two trips: one to conduct the stakeholder interviews in Phase 1 and one during Phase 2. The Phase 2 trip could be leveraged to review the draft ConOps and gather feedback, or to present the findings and final deliverables from the entire Task Order at its completion. More details on our travel assumptions can be found in the Cost Proposal section.

All deliverables will be provided to the RTA in draft and final form. Our schedule assumes a one week review period for draft deliverables by the RTA project team. We will review the schedule, approach, and key milestones with the RTA Project Manager at the beginning of the task.



1.4 Task Order 2 Proposal

1.4.1 Phase 3: Procurement Support

Phase 3.1 Develop Scope of Work

The requirements capture is a continuous process, starting with the Stakeholder Interviews in Task Order 1 and progressing through development of the technical specifications that form the basis of the system procurement documents. The focus of the requirements capture process will change in topic and level of detail over time, as the design progresses from the Concept of Operations to the detailed design of component functions and system operation parameters. Our team has led enterprise scale system procurements for decades and will apply that experience to this project.

We will use our Requirements Management Tool to gather, document, validate, and prioritize business and system requirements. In addition to capturing the requirements, the Requirements Tool tracks where those requirements originated and any design decisions leading to and impacted by those requirements. This end-to-end tracking will be maintained through the entire project lifecycle. These requirements will be used to develop the system design, implementation strategy, and transition strategy. We will also bring in requirements developed during our other fare collection efforts to ensure nothing has been missed by leveraging the nearly 5,000 standard and transportation-specific requirements already contained in our Requirements Tool, including industry-proven requirements defined as part of fare collection projects for Greater Portland Metro, COTA, and Sound Transit.

We will build an initial draft of the requirements based on information learned during the Stakeholder Interviews, decisions made during development of the Concept of Operations, and our experience developing fare collection system specifications for Denver RTD, the Altamont Corridor Express, Madison County Transit, and others.

We will then conduct requirements review sessions with the RTA project team and stakeholders. Requirements review sessions will be in the form of interactive discussions, led by our team, in a structured fashion that ensures that the necessary topics are covered and encourages participation by all stakeholders. Many requirements review sessions will be conducted with the core team of project stakeholders, but as the design progresses, additional support of subject matter experts from across the RTA will be necessary, and breakout sessions will be needed to focus on critical system design elements.

We will engage the various users and stakeholders to confirm needs and system requirements (e.g., functional, technical, environmental, financial, performance, user experience and interfaces, etc.). As the system will be a major customer-facing component of the RTA we will include external as well as internal customer requirements and required user interfaces for both individual transit riders and business accounts, including employers, schools, and human services. We will account for the business and operational processes that the system must support from hardware and software maintenance, to payment processing, to financial management, to reporting. We will identify and reconcile any conflicting requirements.

Following these requirements review sessions, we will revise and produce a final draft set of requirements. Throughout the development of the detailed requirements, we will be cognizant of emerging payment trends and standards as well as industry best practices to ensure that the procured system is forward-compatible. An open architecture back office supported by a strong technical specification will provide the RTA with the flexibility and modularity to support modifications and enhancements of the system in the future.

The key to developing the technical specifications against which vendors will bid will be striking a balance between the functional and technical requirements that will define the operation of the system. While a purely technical specification can lock in the exact features of the equipment and systems to be procured, it can limit flexibility and the opportunity for vendors to be innovative. On the other hand, while a purely functional specification will provide vendors more freedom in meeting stakeholder needs, it could result in proposals that are difficult to compare. A well-written specification will bring the best of both of these approaches, granting flexibility in the technical solution while generating proposals that are easy to evaluate. Four Nines is recognized in the industry for our clear and concise technical specifications. A key component of this is the use of Requirements Traceability Matrix format for documenting the requirements of the system. We will document the requirements in a Requirements Traceability Matrix. This document will record the requirements in sufficient detail to enable an objective third party to assess whether the final system achieves the requirements and will support the RTA's chosen procurement and operations strategies.

Using the final draft requirements, we will create a first draft of the Statement of Work (SOW) narrative. The narrative will ultimately accompany the requirements in the RFP, providing context and original detail around the requirements necessary for potential vendors to understand what the RTA is procuring. In addition to providing context, the SOW narrative will outline expected vendor activities throughout the life of the project, provide vendors with the complete list of deliverable documents that the selected vendor will be expected to deliver, and a draft development and delivery schedule for implementation of the desired solution.

We will conduct a final additional review with the core RTA project team to approve the narrative and make any final revisions to the requirements. Following this review, we will develop final versions of both the SOW narrative and requirements, incorporating any final RTA feedback.

Phase 3.2 Procurement Support

We will also work with project stakeholders and the RTA's procurement department as appropriate to develop the written evaluation procedure that guides all aspects of the vendor selection. This will, at a minimum, include supporting the RTA's development of evaluation criteria as requested in the draft Task Order 2. This can also include suggestions related to evaluation criteria weighting and the creation of scoring methods consistent with project goals and objectives and the RTA's procurement procedures. We will also be available to develop an independent cost estimate (ICE) to help evaluate the range and reasonableness of vendor proposals if desired. From other fare collection projects, we will be able to bring data from multiple recent industry bids that will increase the precision of our estimate.

Following the release of the RFP, Four Nines will support the RTA procurement department and evaluation team as needed with the procurement process. We will be available to support a

pre-proposal conference including drafting responses to proposers' requests for clarification received before and during the pre-proposal. Following the pre-proposal conference, we will also assist with the drafting of any necessary RFP addenda.

Phase 3.3 Evaluation Support

After proposals are received, Four Nines will assist the RTA with determining the responsiveness of proposals to the requirements of the RFP prior to detailed evaluation and then will review technical proposals to assess the risk and business capabilities reflected in each proposal, and the proven nature of the proposed technology and equipment. This will result in a written summary of each submitted proposal, reflecting the proposal's ability to address RTA's requirements and responsiveness to the evaluation criteria.

Four Nines will also attend vendor interviews, provide technical support to the evaluation committee throughout proposal review and vendor selection, assist with the development of a Request for Revised Proposals or Best and Final Offer, support reference checks or site-visits as required, and provide support during vendor negotiations and award in accordance with the RTA's needs and procedures.

Our support in developing other aspects of the RFP package and throughout vendor selection can vary significantly depending on the RTA's procurement processes and preferences. Level of effort throughout vendor selection is also highly dependent on the technical approach that the RTA chooses to pursue, the number of responsive proposals received, and the number of rounds of revised proposals or site visits required. Four Nines will be available to support the RTA throughout this process accordingly.

Phase 3 Deliverables
● Technical Requirements and Scope of Work Narrative ● Evaluation Criteria ● Evaluation Report of RFP Respondents

1.4.2 Phase 4: Implementation Support

Phase 4.1 Design, Testing, and Performance Validation Support

After the RTA selects a vendor, Four Nines will be available to provide project management and technical assistance during the implementation phase to support the RTA implementation team. Our ongoing support activities will include project coordination and management, design reviews, coordination with vendors, vendor oversight, and support for rollout.

Our team will use a proven design review approach to facilitate the timely review of all vendor design review materials. We will participate in all design reviews to evaluate the progress and technical adequacy of the design and conformance to the performance requirements of the project. Prior to each review, the selected vendor will submit a design review package that includes the design and other items required for the review. We suggest the following sequence of design reviews:

- Conceptual Design Review to acquaint the RTA with the vendor's intended design approach

- Preliminary Design Review to review the adequacy of the selected design approach and evaluate requirement conformance
- Final Design Review to determine whether the detailed design conforms to the design requirements

Whatever level of design review the new system requires, we will assist the project stakeholders with review of each design review package to determine whether the vendor submittals meet the requirements of the contract. We will work with the vendor so that the vendor submits design review packages prior to scheduled design review meetings and that the design review packages are distributed and reviewed by the appropriate project stakeholders. We will consolidate all design submittal issues/comments identified into a Master Issues List (MIL), as well as hold a pre-design review meeting with the project stakeholders to discuss open issues and establish a coordinated resolution position prior to each design review with the vendor. After completion of each design review session, we will generate a record of the meeting to document any significant outcomes.

We will also work with the RTA through the testing and implementation stages. A well-defined testing and acceptance program is critical to mitigating the design and implementation risks associated with complex technology projects. Our team will draw upon its experience implementing transit technology projects in order to develop and oversee a testing program that fully validates all required functionality as well as the system's ability to scale to full production volumes in advance of public use. We have years of experience in diverse fare collection environments that we will leverage to create efficient and effective contract requirements for testing. Our experience shows that the following sequence of tests provides the most comprehensive approach to testing a fare collection system:

- Factory Testing including First Article Testing, Factory Acceptance Testing, and Production Acceptance Testing
- Integration Testing including the Functional Unit Test, Systems Integration Laboratory Test, and Systems Integration Field Test
- Acceptance Testing including friendly user testing, any system pilots, the System Acceptance Test and final acceptance

We will also support inspections of installation quality, review the vendor's training plans and documentation, and provide any other needed project management support needed to prepare for a successful launch of the new system.

All aspects of each system to be procured, enhanced, and/or integrated will be monitored throughout testing, pilot, and acceptance phases in order to provide stakeholders with the confidence needed to proceed with public launch. This includes confirming the system reflects agency choices made in the ConOps and ensuring consistency with the RFP requirements and other deliverables such as Deployment and Validation Plans. By designing the test program thoughtfully and communicating it effectively, schedule overruns or risky abbreviation of testing activities can be avoided.

Phase 4.2 Transition Support

Major fare collection system upgrades typically place a high priority on effecting a smooth transition from the present system to the future system, for both agency stakeholders and transit riders. Our team will work with the RTA project team to create a plan for integrating the fully accepted system into the daily operations of each agency department, including such high-priority areas as financial settlement and reconciliation, asset management, customer service, reporting, and transit rider user experience.

If desired, our team will work with the RTA to prepare a Draft Transition Plan documenting viable alternatives for transitioning major program functions to a new system. The goal of the Initial Draft Transition Plan will be to confirm the program requirements for a smooth transition and identify the range of strategies that may be proposed by vendors to meet transition needs.

In the Draft Transition Plan, we will document whether the selected transition approach calls for key agency functions to remain similar, change significantly, end entirely, begin new, or shift from one organization to another. The Draft Transition Plan will identify alternatives and offer preliminary qualitative analysis for transitioning maintenance/operations of the current fare collection system to maintenance/operations of a new fare collection considering the relative advantages, disadvantages, costs, risks, duration, schedule, and agency and customer impacts of each alternative.

Key topic areas for the Draft Transition Plan include:

- Contract Transition
- Media and Distribution Transition
- Customer Account Transition
- Customer Education and Outreach Transition Needs/Priorities
- Phasing and Entry and Exit Requirements for each Phase

Detailed cutover plans and the Final Transition Plan will be dependent upon the specific vendor solutions proposed and agreed upon during system design. Where appropriate, detailed cutover plans will be vendor deliverables and/or collaborative planning documents created in conjunction with vendors. Therefore, some aspects of the Draft Transition Plan will be speculative based on multiple scenarios and broad assumptions of what might be proposed by vendors. The goal of this document will be to develop rough sketches of likely scenarios and establish the viability of potential paths forward, not to create detailed actionable plans. Our team has extensive experience supporting a variety of transition approaches. For ORCA in Seattle, we planned and executed a seamless transition of the existing card-based system to the next generation account-based system all while allowing the region’s riders to continue using their existing ORCA smart cards and ensuring the transition of data from the legacy system to the new system. For COTA in Columbus and CapMetro in Austin, we developed media migration plans that minimized customer transition impacts by continuing to sell and accept legacy magstripe fare media in parallel with new fare media. This allowed for a period of natural adoption and reduced the risk and disruption of an all-at-once approach.

Additional activities in this task may include defining the roles and responsibilities required for operation of the new system, as well as updating or creating Standard Operating Procedures

(SOPs) for system management and operations, inter-agency coordination as applicable, financial reconciliation, and the monitoring and maintenance of fare equipment. While the vendor is typically responsible for training and field manuals, we may need to create or enhance manuals to better define roles and technologies within the new RTA platform. We will consider the full spectrum of processes, systems, and interdependencies involved in the program, not only to improve efficiencies but also to minimize required system modifications and will be available to be responsive to the RTA's needs.

Our team will also be available to support other vendor management tasks, such as reviewing and evaluating Change Orders and vendor invoices for reasonableness and adherence to the agreed upon scope.

Phase 4 Deliverables

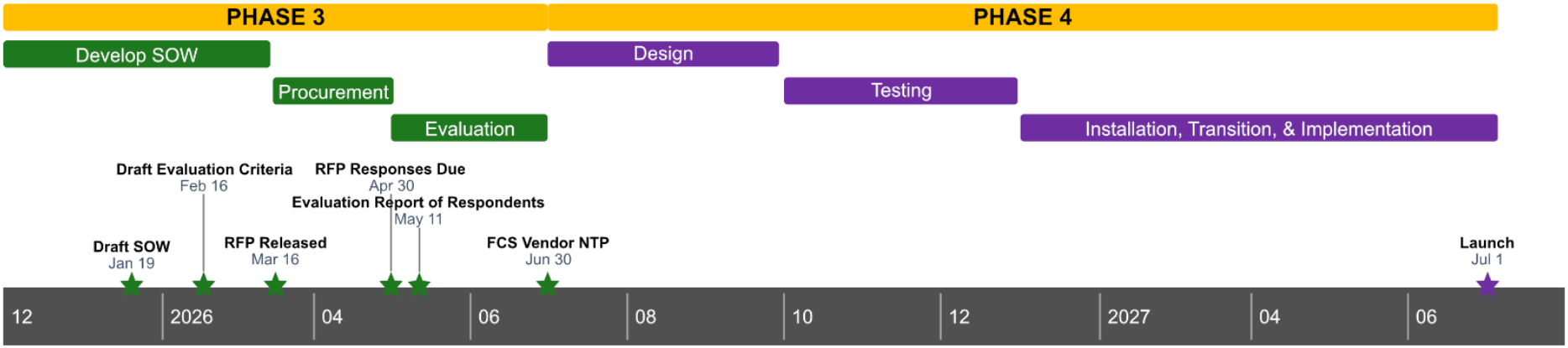
- Draft Transition Plan
- Regular Progress Reports, including FCS Vendor Change Order and Invoice Reviews
- Master Issues List
- Additional Deliverables as Directed

1.4.3 Task Order 2 Schedule

A notional task order schedule follows. Our schedule assumes that this task will overlap with the completion of Task Order 1, as suggested by the RTA in the RFP. This will allow Development of the Scope of Work and Evaluation Criteria to begin in parallel with the completion of Task Order 1 in December 2025. The time to develop these items may vary depending on the type of solution the RTA chooses to procure as part of Task Order 1 and whether more than one procurement is needed (e.g., a separate procurement for the FCS back office and new TVMs). Many of these decisions will be made as part of the Concept of Operations development; the rest will likely be finalized as part of the Procurement Plan deliverable. In general, we anticipate that four months, as suggested by the RTA in the RFP, will be an appropriate amount of time for developing the RFP package. Our pricing for this task includes three trips; we anticipate all three trips would occur as part of design, testing, and implementation with the selected vendor in Phase 4. More details on our travel assumptions can be found in the Cost Proposal section.

We have estimated durations for the remaining tasks including Procurement, Evaluation, and Phase 4: Implementation. However the duration for these tasks will be highly dependent on the RTA's Procurement department and processes, processes and timeline for Board approval if required, and the type of solution the RTA ultimately procures.

The effort for providing Phase 4 Implementation support will vary significantly depending on the technical approach that the RTA selects. For example, if the RTA chooses a Software-as-a-Service solution, fewer hours of design and testing would be required than if the RTA were to choose a custom-built solution. Prior to this phase's kickoff, we will work with the RTA to assess the anticipated level of effort and adjust our schedule accordingly. The schedule included here is based on the RTA's estimate provided in the RFP and aligns well with implementation timelines for Software-as-a-Service solutions for agencies similar in complexity to NORTA.



2 Project Team

We assembled our team to deliver the expertise necessary to successfully provide NORTA with Fare Payment System Program expertise. We are excited to be working with The Transport Group, DBE, and continuing our successful collaboration on fare collection system projects across the U.S. with them.

Our proposed project manager, Amy Martin, will lead the team. Amy brings extensive experience in current state assessments, defining system requirements, developing RFPs, and implementing complex transportation technology projects. Amy will serve as the primary point of contact with the RTA, manage all work activities throughout the contract, coordinate work across team members and with the RTA team, provide both technical guidance and quality control for every deliverable, and communicate findings and recommendations with the RTA.

Amy is a collaborative leader who integrates diverse teams, coordinating subject matter experts and task leads while maintaining project consistency, managing the budget, and bringing her own expertise in fare policy and fare collection to bear. Amy's collaborative and interactive approach helps ensure on-time delivery while building on the strengths of her team to improve the value of the deliverables. As project manager, Amy will provide the coordination and leadership that will be key to consistency throughout the length of the contract. In the case Amy is unavailable, Curtis Pierce, Principal-in-Charge, would fill the gap in her absence to ensure uninterrupted support for the RTA.

In her role as Project Manager, Amy will be responsible for ensuring people and resources are available to support the RTA throughout the life of the contract. The table on the following page illustrates planned staff participation for each phase and associated deliverable. Additional reach back support is available from both Four Nines and The Transport Group if required.

			Team Member				
			Amy Martin	Curtis Pierce	Maeve Clements	Marcy Stehney	Christina Winberry
Task Order 1	Phase 1	1.1 Current State	★	❍	❍	❍	❍
		1.2 State of the Practice	★	❍	❍	❍	❍
		1.3 CFMI Updates	❍	★	❍	❍	❍
	Phase 2	2.1 ConOps	★	❍	❍	❍	❍
		2.2 KPIs	❍	★		❍	
		2.3 Procurement Plan	❍	★	❍	❍	
Task Order 2	Phase 3	3.1 SOW	★	❍	❍	❍	❍
		3.2 Procurement Support	❍	★		❍	
		3.3 Evaluation Support	❍	★		❍	
	Phase 4	4.1 Design & Testing	★	❍		❍	
		4.2 Transition Support	★	❍		❍	

★ Indicates deliverable lead
❍ indicates deliverable support

The personnel identified below is the team the RTA will work with. Each of our team members is excited by the opportunity to support the RTA and has the availability to devote the time and resources necessary to ensure project success. Resumes are provided at the end of this section.

Amy Martin, Senior Consultant

Four Nines Technologies

Proposed Role: Project Manager

Amy Martin, PMP, Senior Consultant brings more than 10 years of experience in fare policy, fare collection, and regional transportation planning to the team and has extensive experience in current state assessments, defining system requirements, and developing RFPs for electronic fare collection systems. Amy co-leads the fare collection practice for Four Nines and has worked on developing fare collection strategies and procurements for a wide variety of public transit agencies, including Next Generation ORCA in Seattle, RTD in Denver, and the Altamont Commuter Express in Stockton. Amy focuses on understanding currently available and developing fare collection technology and ensuring fare collection strategies developed for individual public transit agencies meet the current and future needs of the agencies, customers, and overall fare strategy. Amy also understands the intersection of technology and fare policy and is an integral part of understanding the implementability of fare policy strategies in Four Nines' fare collection and policy projects.

Relevant Project Experience Includes:

- CapMetro Fare Collection Consulting Services
- Central Ohio Transit Authority Fare Collection Assistance
- Denver RTD Account-Based Ticketing Implementation Support

Curtis Pierce, Principal

Four Nines Technologies

Proposed Role: Principal-in-Charge/Fare Collection SME

Curtis Pierce, PMP & ACP, Principal, is committed to the successful delivery of the project. As a Four Nines founding principal, Curtis leads with values that help our customers solve technology problems today and plan for the future in areas of scalability and growth. Curtis brings over 30 years of technical project management expertise to the team, with the last 17 years dedicated to working with transit operators across the U.S., specializing in fare collection, program management, data integration, and IT strategy. Curtis is currently serving as project manager on the Seattle region's ORCA Fare System Procurement & Implementation project, which recently transitioned to a new account-based, open-architecture next generation electronic fare collection system. He also is a senior technical advisor for Four Nines' efforts in providing fare collection expertise for WMATA, NCTD, CapMetro, Denver RTD, and SJRRC. As a subconsultant and in previous positions with Booz Allen Hamilton and CH2M HILL, Curtis has provided leadership and technical expertise to many other major fare collection systems across the U.S., including Los Angeles' TAP, the San Francisco Bay Area's Clipper, Portland's Hop, Honolulu's HOLO, and Sacramento's Connect Card.

Relevant Project Experience Includes:

- WMATA Fare Vending Machine Technical Support
- Sound Transit ORCA Fare System Procurement & Implementation
- North County Transit District Fare Collection Assistance

Maeve Clements, Senior Consultant

Four Nines Technologies

Proposed Role: Fare Policy Lead

Maeve Clements, Senior Consultant, has over 15 years of experience working in transit strategy and planning, survey design, and benchmarking and best practice analysis. She has worked for Transport for London and MTA New York City Transit, leading complex research, and evaluation projects. Maeve joined Four Nines in 2022 and served as project manager on SFRTA's Industry Review of Automated Fare Collection Systems project and provided fare policy analysis for RTD's Comprehensive Fare Study and Equity Analysis. She is currently working on two research projects directly relevant to this project. For TriMet, bringing together information from agencies across the U.S. on fare programs for vulnerable populations (youth, seniors, people with disabilities, and low-income) and working on an FTA EMI grant funded project that aims to identify technological methods to reduce the administrative burden of proof of eligibility for low-income fare programs, public transit agencies and recipients.

Relevant Project Experience Includes:

- Jacksonville Transportation Authority Fare Collection Consulting Services & Comprehensive Fare Study
- Denver RTD Systemwide Fare Study and Equity Analysis
- Municipality of Anchorage Transit Fare Study

Marcy Stehney, Owner

The Transport Group

Proposed Role: Fare Collection SME

Marcy Stehney, TTG Owner, has over 24 years of experience with regional transit systems and brings expertise in fare payment design, testing, and implementation, fare policy planning and documentation, ITS technologies, and project management. Marcy has supported several large transit systems across the nation with the planning, coordination, and implementation of regional fare collection systems, including WMATA in Washington D.C., the 22 San Francisco Bay Area transit agencies using Clipper, Metro in Houston, and the Maryland Transit Administration.

Relevant Project Experience Includes:

- WMATA Fare Collection Support
- MARTA Fare Payment System Replacement
- Houston Metro Fare Collection Consulting Support

Christina Winberry, Associate

Four Nines Technologies

Proposed Role: Title VI Lead/ Project Support

Christina Winberry, Associate, has been focused on fare policy and fare equity since joining Four Nines in 2021. She provides fare strategy, peer review, best practice, and GIS and data analysis services. In addition to recent fare program research projects for TriMet and the FTA, she recently supported requirements development for the San Joaquin Regional Rail System's new ticketing solution for ACE and development of a Concept of Operations for the San Joaquins intercity rail service. She has supported Title VI fare equity analyses for Denver RTD, RTC of Southern Nevada, and Metrolink, and regularly provides Four Nines' fare collection clients with an understanding of Title VI considerations and potential mitigations.

Relevant Project Experience Includes:

- TriMet Fare Subsidy Research Services
- Regional Transportation Commission of Southern Nevada Title VI Fare Analysis
- Ben Franklin Transit Comprehensive Fare Study

Amy Martin

Senior Consultant, Four Nines Technologies
Years in Transit: 11 | Years with Four Nines Technologies: 8

EXPERIENCE

Washington Metropolitan Area Transit Authority, Open Payment System Overlay — *Consultant*

2024 - PRESENT

Four Nines, as a subconsultant to Jacobs, is providing technical consulting services for WMATA's program to overlay open payment acceptance on top of the existing SmarTrip system. This initiative is part of WMATA's Fare System Modernization program. Four Nines has supported the effort through technical design conferences with both the SmarTrip and new Open Payments vendors, by modeling adoption rates for the new payments option, by participating in network architecture and payment flow designs, and by analyzing the impact of the new project across other fare collection projects. Amy has provided peer research related to customer portals, marketing, and discount eligibility approaches.

San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority, Technical Assistance for New Ticketing System — *Project Manager*

2022 - PRESENT

Four Nines is supporting SJRRC and SJJPA with two related fare collection projects: the first to procure and implement a new ticketing system for the Altamont Corridor Express (ACE) commuter rail service and the second to replace the San Joaquins' intercity rail fare collection system, integrate it with an inventory system, and enable future integrations with ACE and other services such as the CAHSR initial operating segment. As project manager, Amy is responsible for both administrative project oversight as well as providing fare collection subject matter expertise. She has led the development of the ACE Concept of Operations and RFP, design review of the vendor's documentation, and is supporting a multi-agency working group focused on the future of intercity ticketing in California.

Denver RTD, Account-Based Ticketing Implementation Support — *Project Manager*

2021 - PRESENT

Building on the 2020 high-level transition plan we developed, Four Nines provided detailed transition planning and other implementation support services to RTD as the District replaced its card-based fare collection system with a new account-based system and now as they look towards making their next generation electronic fare collection investment. Recently, Amy has supported efforts related to planning for the launch of open payment acceptance, the sunsetting of select legacy paper ticket products, and requirements development for a new back office fare payment solution.

Sound Transit, ORCA Fare System Procurement & Implementation — *Consultant*

2017 - PRESENT

Since 2016, Four Nines has been the lead consultant for the Seattle region's project to replace their first generation regional ORCA fare payment system with an open architecture second generation system. The next generation system launched to the public in May 2022 and included a transition from the old to new back office vendor, installation of new field equipment, and the introduction of a new mobile app and website, all while allowing the region's riders to continue using their existing ORCA smart cards. Amy has supported the region in a variety of ways since joining Four Nines in 2017, including leading the development and maintenance of an integrated program schedule leading up to system launch, authoring a white paper on Be In, Be Out technology and its applicability to the region, and conducting peer research related to negative balance functionality. She has also recently supported efforts to streamline eligibility processing for reduced fare customers and to launch acceptance of open payments.

TriMet, Fare Subsidy Research Services - *Consultant*

2024 - 2025

Four Nines researched fare practices and programs across America for vulnerable rider groups, including funding sources for these fare policies and programs and peer agencies' consideration and implementation of fare-less systems in support of TriMet's strategic priorities to rebuild ridership, and increase equity and access for riders while balancing financial sustainability.

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SERVICE AREAS

Fare Collection

Multi-Agency Fare Payment Technology

Fare Policy Strategy

Transportation Planning

Governance & Organizational Structures

Academic Research

EDUCATION

MA, City Planning, University of California, Berkeley

BS, Environmental Policy Analysis & Planning, University of California, Davis

CERTIFICATIONS

Project Management Professional

PUBLICATIONS

TCRP Research Report 234 (2022). *Measuring and Managing Fare Evasion*.

CapMetro, Fare Collection Consulting Services — *Project Manager*

2019 - 2024

Four Nines provided on-call support to CapMetro as the agency planned for and launched the next iteration of its electronic fare collection system. Amy participated in early strategy work as well as system design review following CapMetro's election to pursue an upgrade from their existing mobile ticketing vendor. In addition to the core fare collection consulting services, Amy was the primary author on recent white papers on free fares and bikeshare pricing and supported an analysis of Genfare farebox data as it relates to CapMetro's reconciliation processes.

Marin Transit, Fare Collection Study — *Consultant*

2023 - 2024

In conjunction with the Rebel Group, Four Nines supported a Fare Collection Study for Marin Transit as the agency prepares for implementation of the next generation Clipper regional fare collection solution. To meet Marin Transit's fare collection goals, we developed a suite of farebox and ridership counting alternatives which were weighed against previously developed agency evaluation criteria. We conducted interviews with farebox, APC, and other transit technology vendors to understand how their solutions may meet Marin Transit's needs and leveraged this information to build a recommendation to move towards non-validating fareboxes and the use of APCs for NTD ridership reporting.

Washington Metropolitan Area Transit Authority, Fare System Back Office — *Deputy Project Manager*

2022 - 2024

Four Nines led a team in support of an upgrade to an easier, faster, and more modern account-based fare collection back office that will allow WMATA to continue to build on the successes of its current card-based SmarTrip technology. As Deputy PM, Amy was engaged in all aspects of the project, including leading the peer review as part of the current state analysis as well as defining the fare policy technical requirements of the new system. Four Nines supported development of the final procurement package; release of the RFP has been postponed due to agency budget constraints.

Ben Franklin Transit, Comprehensive Fare Study — *Consultant*

2021 - 2024

Four Nines assessed Ben Franklin Transit's fare structure, policies, and technologies to meet the agency's goal of providing a streamlined experience and more easily understandable system for riders. The development of fare strategies and evaluation of fare alternatives empowered BFT to redefine its goals as an agency and create measures of success to review progress towards those goals. In addition to a review of BFT's fixed route and paratransit services, the study included a detailed analysis of BFT's vanpool program pricing. Amy led the evaluation of BFT's fare collection technology and identified best-suited options for the agency that will ultimately improve ease of fare payment and support inter-agency or mode transfer payments, resulting in the development of a high level design document for a new electronic fare system.

Denver RTD, Systemwide Fare Study and Equity Analysis — *Deputy Project Manager*

2021 - 2023

Four Nines conducted a comprehensive review of RTD's fare structure and pass programs, exploring the trade-offs associated with different approaches to achieve the project's three guiding principles of Equity, Affordability, and Simplicity. Amy coordinated Four Nines' subconsultants who were responsible for conducting an extensive public participation process to obtain input directly from RTD customers. Amy also supported a peer benchmarking effort and authored a memo on the reduction of paper fare products. The RTD Board adopted the new fare structure in summer 2023; the fare structure was implemented in January 2024.

Central Ohio Transit Authority, Fare Collection Assistance — *Project Manager*

2020 - 2022

Four Nines assisted COTA as they procured and implemented a new fare collection system. The project had an ambitious timeline due to COVID-19; Four Nines was able to meet COTA's timeline and helped them to release the RFP less than four weeks after receiving NTP. Amy helped guide COTA staff through the vendor selection process and implementation of their new Masabi account-based ticketing system. She led the development of a plan to help COTA sunset legacy fare media and increase the market penetration of the new system.

Jacksonville Transportation Authority, Comprehensive Fare Study — *Consultant*

2021 - 2022

Four Nines investigated fare strategy approaches after developing fare policy and fare collection recommendations aligned with the Authority's strategic fare strategy goals. During Phase 1, Four Nines conducted a comprehensive fare study of JTA's existing fare structure and fare policies with a current state analysis, interviews of JTA stakeholders to understand existing pain points and opportunities for improvement, and workshops to explore fare policy and fare collection opportunities. Based on the findings of the current state analysis and the outcomes of the workshops, Four Nines conducted Phase 2 of the project to address fare program and fare collection needs including fare simplification, technology, regional efforts and fare collection enhancements, with a key outcome of Phase 2 of the Comprehensive Fare Study being the development of a set of fare strategy priorities.

Curtis Pierce

Principal, Four Nines Technologies
Years in Transit: 19 | Years with Four Nines Technologies: 13

EXPERIENCE

Washington Metropolitan Area Transit Authority, Open Payment System Overlay — *Subject Matter Expert*

2024 - PRESENT

Four Nines, as a subconsultant to Jacobs, is providing technical consulting services for WMATA's program to overlay open payment acceptance on top of the existing SmarTrip system. This initiative is part of WMATA's Fare System Modernization program. Four Nines has supported the effort through technical design conferences with both the SmarTrip and new Open Payments vendors, by modeling adoption rates for the new payments option, by participating in network architecture and payment flow designs, and by analyzing the impact of the new project across other fare collection projects.

Washington Metropolitan Area Transit Authority, Fare Vending Machine Technical Support — *Subject Matter Expert*

2023 - PRESENT

Four Nines, as subconsultant to Jacobs, is supporting a team for the procurement of new fare vending machines (FVM) that will integrate with WMATA's new fare collection back office. The FVM and back office projects are parallel initiatives that are part of WMATA's Fare System Modernization program. Four Nines is leading the requirements development and FVM quantitative analysis to determine the optimal number of FVMs needed at each station, while supporting the development of the procurement package as Subject Matter Experts.

San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority, Technical Assistance for New Ticketing System — *Subject Matter Expert, Principal-in-Charge*

2022 - PRESENT

Four Nines supported the San Joaquin Regional Rail Commission (SJRRC) in preparing an RFP for a new ticketing system for the Altamont Corridor Express (ACE) commuter rail service. In developing an RFP, Four Nines conducted interviews with SJRRC stakeholders and completed a Needs Assessment to understand the existing ticketing system, associated challenges, and opportunities for a new system. Following the stakeholder interviews and assessment of needs, we conducted market research to review the state of the industry and peer and vendor approaches, and drafted a Concept of Operations for the new system. Based on the Needs Assessment, market research, and ConOps, we defined the requirements for the new system and a Scope of Work for use in an RFP to select a vendor. We supported procurement of the new vendor and are currently supporting system design, testing, and implementation.

Following the SJRRC Technical Assistance for New Ticketing System Project, Four Nines is supporting the San Joaquins Joint Powers Authority (SJJPA) with the San Joaquins New Back Office System Project. The San Joaquins New Back Office System Project seeks to replace San Joaquin's fare collection system, integrate with an inventory system, and enable future integrations with ACE and other services such as the CAHSR initial operating segment. Four Nines is coordinating a multi-agency working group focused on the future of intercity ticketing in California, drafting a Concept of Operations, leading internal workshop sessions, and reviewing the state of the industry to develop requirements for an integrated inventory system.

Denver RTD, Account-Based Ticketing Implementation Support — *Subject Matter Expert, Principal-in-Charge*

2021 - PRESENT

Building on the 2020 high-level transition plan we developed, Four Nines provided detailed transition planning and other implementation support services to RTD as the District replaced its card-based fare collection system with a new account-based system. We initiated this effort by holding transition planning workshops on pass programs, general public fare media, finance and revenue, operations including fare enforcement and fare collection hardware, and IT. We brought the findings from these workshops together into a detailed transition plan which includes a high-level customer transition communication strategy and timeline, recommendations related to data migration,

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SERVICE AREAS

Fare Collection

Emerging Technologies

Transit Business Operations

Information Technology Governance

Service Acquisitions and Contracting

Data Center Planning

Systems Analysis & Design

Intelligent Transportation Systems

Technical Architecture

Data Integration

Business Process

EDUCATION

MA Cand., Architecture, Ill. Institute of Tech

BA, Economics, Carleton College

CERTIFICATIONS

Project Management Professional

Agile Certified Professional

and an overview of resources needed to support the transition. We are now supporting a variety of implementation efforts, including procurement of a new retail reload network and decommissioning of the old system.

Sound Transit, ORCA Fare System Procurement & Implementation — *Project Manager*

2016 - PRESENT

In 2022, the Seattle Region replaced their first generation smart card with an open architecture second generation system. Four Nines led the replacement project. Four Nines previously completed the strategic plan for the system replacement. We developed a high level design and technical requirements in 2016, wrote the RFP for a Systems Integrator in 2017 and we continue to support the project through design, testing and system implementation in 2022. The next generation system launched to the public in May 2022 and included a transition from the old to new back office vendor, installation of new field equipment, and the introduction of a new mobile app and website, all while allowing the region's riders to continue using their existing ORCA smart cards.

CapMetro, Fare Collection Consulting Services — *Subject Matter Expert, Principal-in-Charge*

2019 - 2024

Four Nines provided on-call support as CapMetro launched the next iteration of its electronic fare collection system. The first phase of the project included development of an Alternatives Analysis, Concept of Operations, and Scope of Work for the new account-based fare system. CapMetro staff and executive leadership ultimately opted to move forward with procuring an upgrade of their existing Bytemark mobile application, which was expanded to a full account-based fare collection solution supporting both smart cards and fare payments using a mobile device. We recently provided design, testing, and implementation support for the new Bytemark customer payment system. In addition to our core fare collection efforts, Four Nines also conducted an analysis of Genfare farebox data as it relates to CapMetro's reconciliation processes and developed white papers on free fares and bikeshare pricing.

Denver RTD, Systemwide Fare Study and Equity Analysis — *Project Manager*

2021 - 2023

Four Nines conducted a comprehensive review of RTD's fare structure and pass programs. Three goals were developed to guide the recommendations: Equity, Affordability, and Simplicity. The study process explored the trade-offs associated with different approaches to achieve these goals. The study had a strong emphasis on public outreach to obtain input directly from RTD customers. In addition to the public participation process to obtain public comment on the recommendation, customers and stakeholders were engaged during the review of RTD's fare structure to identify what is and is not working, consideration of different conceptual fare options, and evaluation of fare alternatives. The RTD Board adopted the new fare structure in summer 2023; the fare structure was implemented in January 2024.

Central Ohio Transit Authority, Fare Collection Assistance — *Subject Matter Expert, Principal-in-Charge*

2020 - 2022

Four Nines assisted COTA as they procured and implemented a new fare collection system. Our team started by conducting a needs analysis workshop with COTA staff. This was followed by an alternatives analysis and development of a concept of operations which formed the backbone of the RFP. Four Nines then provided COTA with procurement support. COTA had an ambitious timeline - due to COVID-19, the agency wanted to procure a new fare collection system that would provide their customers with a contactless option as quickly as possible. We were able to meet this timeline and helped COTA to release the RFP less than four weeks after we received NTP. Our team helped guide COTA staff through implementation of their chosen fare collection system and provided COTA with on-call fare collection assistance as they worked to increase the market penetration of the new system.

Sacramento Area Council of Governments, Connect Card Technical Consultant Services — *Subject Matter Expert, Principal-in-Charge*

2020 - 2022

Four Nines conducted a review of fare policies and interagency agreements for Connect Card agencies, identifying alternative approaches to regional fare coordination, conducting high-level overview of how a simplified fare coordination could be applied in the region, estimating revenue impacts of these fare policy changes, discussing implications of changes for interagency revenue sharing, and developing recommendation on best path forward for simplified interagency fare coordination. We then assisted SACOG and Sacramento RT in negotiations with the vendor of their current, card based fare system. The negotiations concluded in 2022 with an agreement to settle and ultimately end the contract.

King County Metro, Analysis of Trip Planner — *Principal-in-Charge*

2020 - 2021

Four Nines provided consultant services to evaluate and to make recommendations on Metro's customer-facing online trip planner, Metro's trip planning mobile application, and on the potential of a future regional trip planner. The three deliverables covered (1) the current state of trip planning in King County and the Puget Sound region, (2) an overview of the state of the trip planning industry, an analysis of the strengths, weaknesses, opportunities, and challenges of King County Metro's trip planning tool status quo, and an alternatives analysis of potential paths forward, and (3) a decision document for King County Metro to use as they decide which trip planning path to choose for their agency.

Maeve Clements

Senior Consultant, Four Nines Technologies
Years in Transit: 17 | Years with Four Nines Technologies: 3

EXPERIENCE

Municipality of Anchorage, Public Transportation Department, Transit Fare Study — *Senior Consultant*

2024 - PRESENT

Four Nines is undertaking a fare study to identify and recommend fare structures for both their fixed route and paratransit services to attract new riders, increase ridership, improve the customer experience, promote transit as a travel option, improve boarding times and efficiency, reduce agency costs, minimize the impact to fare revenue, encourage fare simplicity, and enhance access and equity. This study will include a current state analysis, peer review and zero fare analysis to understand the costs and benefits of implementing a zero fare policy in order to develop a recommended fare structure.

FTA Enhancing Mobility Innovation Grant, Verifying Low-Income Fare Eligibility via Connections to Other State Databases — *Researcher*

2023 - PRESENT

Four Nines is leading an Enhancing Mobility Grant research effort with Rochester RTS and other partners to investigate the ability to automate enrollment into means-tested low-income fare reduction programs. She has conducted research into both transit low-income fare programs and non-transit low-income programs to understand eligibility processes and determine potential crossovers and efficiencies and is a primary author of the forthcoming research report, which she presented at the Transportation Research Board in early 2025.

TriMet, Fare Subsidy Research Services — *Consultant*

2024 - 2025

Four Nines researched fare practices and programs across America to support vulnerable rider groups, funding sources for these fare policies and programs and peer agencies' consideration and implementation of fare-less systems. As part of the core project team, Maeve led interviews with peer agencies to understand their programs and potential applicability to TriMet. She also was the primary author for the Phase 3 report on zero-fare programs and presented project findings to TriMet's Board and Fare Subsidy Working Group.

Jacksonville Transportation Authority, Fare Collection Consulting Services — *Consultant*

2023 - 2024

Four Nines supported the development of a strategy and scope of work for the upgrade of JTA's fare collection solution to meet the needs identified in the Comprehensive Fare Study and achieve JTA's fare strategy goals. The scope of work was developed to use modern fare technology to support JTA in achieving JTA's Strategic MOVE2027 Plan goals, support future fare policy improvements, infrastructure improvements like the new U2C program, and other agency-wide goals and values such as financial stability and core values of equity and affordability. She provided project management support and supported requirements development.

Washington Metropolitan Area Transit Authority, Fare System Back Office — *Consultant*

2022 - 2024

Four Nines led a team in support of an upgrade to an easier, faster, and more modern account-based fare collection back office that will allow WMATA to continue to build on the successes of its current card-based SmarTrip technology. Four Nines conducted a current state analysis and defined requirements to guide selection, design, and implementation of WMATA's next generation electronic fare collection system. Four Nines developed the plan that will guide the back office transition to be accomplished without significant disruption to the rider experience and supported development of the final procurement package; release of the RFP has been delayed due to agency budget constraints. Maeve assisted with developing the current state analysis and requirements development, verification, and management.

four nines technologies

SERVICE AREAS

Fare Policy

Fare Collection

Transportation Planning

Policy Development

Project Management

Benchmarking Research

EDUCATION

Essentials of Survey Design, University of Southampton

Transport Economics Module of Transport Masters, Imperial College London

BA, 2.1 Mathematics & Economics, University of Kent at Canterbury

CERTIFICATIONS

Association for Project Management Introductory Project Management Certificate

South Florida Regional Transportation Authority, Industry Review of Automated Fare Collection System Replacement — *Project Manager*

2023

Four Nines conducted an industry review of automated fare collection systems and developed an acquisition approach for the replacement of SFRTAs current Nextfare system. The review included a survey and analysis of SFRTA's AFCS back office functions and devices. Four Nines authored requirements needed for system replacement, identified and met vendors that best meet SFRTA's needs, and recommended approaches for acquisition of a new fare collection system. Maeve served as Project Manager and guided the project and all deliverables and was responsible for communications and coordination with the client.

Regional Transportation Commission of Southern Nevada, Title VI Fare Analysis — *Senior Analyst*

2023

Four Nines reviewed RTC's existing fare structure and proposed fare changes to conduct an equity analysis. This entails analyzed data from several sources, including customer and visitor travel surveys, as well as sales and transaction data. Four Nines built on these insights and developed a fare and ridership model to assess the effects of the fare change on minority and/or low-income customers, ultimately ensuring a successful fare launch in late 2023. Maeve supported data cleaning and analysis to support development of the Average Fare Analysis and helped author the Equity Analysis Report.

Denver RTD, Systemwide Fare Study and Equity Analysis — *Consultant*

2022 - 2023

Four Nines conducted a comprehensive review of RTD's fare structure and pass programs. Three goals were developed to guide the recommendations: Equity, Affordability, and Simplicity. The study process explored the trade-offs associated with different approaches to achieve these goals. The study had a strong emphasis on public outreach to obtain input directly from RTD customers. In addition to the public participation process to obtain public comment on the recommendation, customers and stakeholders were engaged during the review of RTD's fare structure to identify what is and is not working, consideration of different conceptual fare options, and evaluation of fare alternatives. The RTD Board adopted the new fare structure in summer 2023; the fare structure was implemented in January 2024. Maeve led development of the alternatives evaluation, and was the lead author of white papers on grant funded programs and free fares for youth.

Jacksonville Transportation Authority, Comprehensive Fare Study — *Consultant*

2022 - 2023

Four Nines investigated fare strategy approaches after developing fare policy and fare collection recommendations aligned with the Authority's strategic fare strategy goals. During Phase 1, Four Nines conducted a comprehensive fare study of JTA's existing fare structure and fare policies with a current state analysis, interviews of JTA stakeholders to understand existing pain points and opportunities for improvement, and workshops to explore fare policy and fare collection opportunities. Based on the findings of the current state analysis and the outcomes of the workshops, Four Nines conducted Phase 2 of the project to address fare program and fare collection needs including fare simplification, technology, regional efforts and fare collection enhancements, with a key outcome of Phase 2 of the Comprehensive Fare Study being the development of a set of fare strategy priorities. Maeve led the development of the simplification recommendations, including eliminating an underutilized 3-day ticket. She also was the primary author on a memo related to implementing fare capping.

Denver RTD, Zero Fare August Impact Analysis — *Consultant*

2022

Four Nines conducted the impact analysis for RTD's "Zero Fare for Better Air" initiative. This is a statewide initiative (Colorado Senate Bill 22-180). The Impact Analysis assessed the impact of zero fares across RTD's services on ridership, revenue, operations, and customers. Four Nines led a team undertaking analysis of ridership and performance data and conducting employee focus groups to identify the impacts and produce recommendations for the operation of possible future zero fare programs.

Central Ohio Transit Authority, Strategic Peer Review — *Deputy Project Manager*

2022

Four Nines conducted a strategic peer review to understand IT organization and operating models within the transit industry. Four Nines interviewed five transit agencies to understand how they developed their current operating model for IT and provided recommendations for COTA to better align their IT capabilities to support the agency.

PRIOR EXPERIENCE

MTA New York City Transit — *Global Benchmarking and Best Practice Manager*

APRIL 2015 - JANUARY 2022

Transport for London — *Strategic Manager, Customer Experience Analytics*

AUGUST 2013 - JULY 2014

Marcy Stehney

RELEVANT EXPERTISE:

- Project Management
- Automated Fare Systems Design and Implementation
- Intelligent Transportation Systems

YEARS OF EXPERIENCE: 23

EDUCATION:

Bachelor of Science in Mechanical Engineering
Grove City College, Grove City, PA 1992 – 1996

Summary:

Ms. Stehney has more than 23 years of experience in project management, design and implementation of smartcard and magnetic fare payment systems, fare policy, ITS technologies and standards.

Experience:

The Transport Group LLC, *Leesburg Virginia*
February 2001 - Present, *Principal*

Washington Metropolitan Area Transit Authority (DC) –
Ms. Stehney Is working with WMATA and the region on strategic planning for fare payment technologies and upgrades to the SmarTrip system. She is supporting the Mobile Payment App design and implementation for fare payment in the DC region. She contributed to the design and implementation of the Pilot for the New Electronic Payment Program (NEPP) next generation fare collection system. Ms. Stehney represented WMATA Treasury and Regional Partner interests, reviewed and provided input to technical design documentation, and participated in lab testing. Previously, she assisted with the implementation of a Regional Smartcard System, Financial Clearinghouse, and Customer Service Center for 9 transit agencies in the DC and Baltimore areas and the SmarTrip card, based on Cubic's NextFare platform. Responsibilities included technical oversight for system design, testing and integration, resolution of regional issues, development of operational procedures to facilitate system roll-out, evaluation of fare policies, input to financial clearing and settlement agreements, reports, processes, customer service and marketing support, and Point of Sale network.

Ms. Stehney managed the development of the SmarTrip website, for smartcard management and product purchases, including defining business requirements, coordinating with development team, incorporating stakeholder needs, conducting functional testing, and coordinating launch approach.

Ms. Stehney was also a key member of the management team for the design and implementation of a regional smartcard-based Bus Fare Collection System supplied by Cubic Transportation Systems, including design, development of operating procedures, transition, and training, and In-Service Testing.

Metropolitan Transportation Commission (Oakland, CA) –
Ms. Stehney is supporting the technical and operational requirements definition, system design review, transition plan development, as well as customer service, for the next generation Clipper system.

Maryland Transit Administration (Baltimore, MD) –
Ms. Stehney provided operational guidance and transition assistance as MTA prepared to migrate to NextFare 7, and oversaw requirements definition and testing for a new CharmCard customer website for card management. She previously supported launch of MTA's CharmCard™

as part of the regional smartcard fare payment system. She conducted a review of the MTA revenue collection processes, and recommended improvements.

Centre Area Transportation Authority (State College, PA) – Ms. Stehney analyzed current fare payment system and operational challenges to provide recommendations on a future fare payment strategy for CATA.

Houston Metro (Houston, TX) – Ms. Stehney evaluated technical proposals for a new fare payment system for Houston Metro.

Port Authority of Allegheny County (Pittsburgh, PA) – Ms. Stehney provided implementation planning support for launch of the ConnectCard smartcard in Pittsburgh, including development of phased launch approach and schedule, implementation plan, identification of procedures, equipment requirements, card distribution and pricing strategy.

Metropolitan Washington Airports Authority (Washington, DC) - Ms. Stehney provided project management support for the development of a technical specification, evaluation of proposals, and selection of a vendor to provide a new parking and revenue control system for Reagan National Airport.

Toyota Motor Engineering and Manufacturing North America (Erlanger, KY) – Ms. Stehney conducted research regarding emerging ITS and Active Safety technologies and contributed to the development of a comprehensive report, which detailed status of projects across the US and provided recommendations for technologies with benefit and potential for implementation.

Caguas Light Rail (Puerto Rico) – Ms. Stehney evaluated options for fare collection equipment for a new light rail line for the City of Caguas, and developed the technical specification for design and procurement of the equipment.

Montgomery County Ride On (Rockville, MD) – Ms Stehney supported the implementation of smartcard bus fare collection system for Ride On, and is developing operations and transition plans, fare policies, smartcard implementation, and training plans.

Port Authority Trans-Hudson (New York, NY/NJ) – Ms. Stehney provided technical expertise for development of an Operational Transition Plan for implementation of a new Smartcard fare payment system, conducted a cost analysis of revenue-handling operations and alternatives.

Capital Metropolitan Transportation Authority (Austin, TX) – Ms. Stehney provided project management support for the implementation and testing of a new magnetics-based Bus Fare Collection System. She facilitated issue resolution, developed and monitored project schedules, drafted policies and procedures for implementation, and developed training plan and curriculum.

Booz·Allen Hamilton, *Pittsburgh Pennsylvania*
November 1998–February 2001, *Senior Consultant*

Washington Metropolitan Area Transit Authority (Washington, DC) – As part of WMATA's Rail System Core Capacity Study, Ms. Stehney analyzed the fare collection system to determine capacity, identify constraints, and provide recommendations for system expansion. She also contributed to the development of the evaluation procedure for the procurement of a Regional Smartcard Bus Fare Collection System, assisted with the technical evaluation of proposals, and developed a detailed implementation plan and program schedule.

Port Authority of Allegheny County (Pittsburgh, PA) – Ms. Stehney lead the development of a technical specification for a new light rail proof-of-payment fare-collection, and performed an on-site review of PAAC's revenue handling process and prepared the final report.

Christina Winberry

Associate, Four Nines Technologies
Years in Transit: 5 | Years with Four Nines Technologies: 3

EXPERIENCE

Municipality of Anchorage, Public Transportation Department, Transit Fare Study — *Project Manager*

2024 - PRESENT

Four Nines is undertaking a fare study to identify and recommend fare structures for both their fixed route and paratransit services to attract new riders, increase ridership, improve the customer experience, promote transit as a travel option, improve boarding times and efficiency, reduce agency costs, minimize the impact to fare revenue, encourage fare simplicity, and enhance access and equity. This study will include a current state analysis, peer review and zero fare analysis to understand the costs and benefits of implementing a zero fare policy in order to develop a recommended fare structure.

FTA Enhancing Mobility Innovation Grant, Verifying Low-Income Fare Eligibility via Connections to Other State Databases — *Researcher*

2023 - PRESENT

Four Nines is leading an Enhancing Mobility Grant research effort with Rochester RTS and other partners to investigate the ability to automate enrollment into means-tested low-income fare reduction programs. She has conducted research into both transit low-income fare programs and non-transit low-income programs to understand eligibility processes and determine potential crossovers and efficiencies and is a primary author of the forthcoming research report, which was presented at the Transportation Research Board in early 2025.

San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority, Technical Assistance for New Ticketing System — *Analyst*

2022 - PRESENT

Four Nines is supporting SJRRC and SJJPA with two related fare collection projects: the first to procure and implement a new ticketing system for the Altamont Corridor Express (ACE) commuter rail service and the second to replace the San Joaquins' intercity rail fare collection system, integrate it with an inventory system, and enable future integrations with ACE and other services such as the CAHSR initial operating segment. Christina supported development of the Concept of Operations for ACE, management of requirements throughout the RFP development, and has provided best practice information to SJRRC and SJJPA related to their fare program.

Metrolink, Fare Policy, Ridership & Compliance Analysis On-Call — *Consultant*

2021 - PRESENT

Four Nines is providing on-call support to evaluate fare policy decisions, develop ridership and revenue projections, provide Title VI guidance, and review the Authority's methodology for calculating unlinked passenger trips and passenger miles traveled for NTD reporting. Recent work has included several Title VI fare equity analyses and service equity analyses, evaluating alternative fare reduction strategies, analyzing recent ridership trends, completing a peer review of Title VI fare policies at other commuter rail agencies to guide Metrolink's revision of its policies, and reviewing and certifying the methodology for calculating unlinked passenger trips and passenger miles traveled. Fare reduction strategies have included systemwide fare decreases, targeted decreases, introduction of new multi-day passes, and fare capping. Christina has led the development of multiple Title VI analysis for Metrolink over the past three years. She has been the primary author of the final report and managed the team conducting the data analysis.

TriMet, Fare Subsidy Research Services — *Project Manager*

2024 - 2025

Four Nines researched fare practices and programs across America to support vulnerable rider groups, funding sources for these fare policies and programs and peer agencies' consideration and implementation of fare-less systems. As project manager, Christina was responsible for the consistency throughout the project. She led development of the transit agency survey that guided the first two phases of the projects and presented interim project findings to TriMet's Fare Subsidy Working Group.

SERVICE AREAS

Title VI Fare Equity Analysis

Fare Strategy

Fare Collection

Transportation Planning

Stakeholder Outreach

Community Engagement

Academic Research

EDUCATION

BA, Anthropology, Bryn Mawr College

Master of Urban and Regional Planning, Portland State University

CERTIFICATIONS

GIS Proficiency Certificate

Ben Franklin Transit, Comprehensive Fare Study — *Consultant*

2021 - 2024

Four Nines assessed Ben Franklin Transit's fare structure, policies, and technologies to meet the agency's goal of providing a streamlined experience and more easily understandable system for riders. The development of fare strategies and evaluation of fare alternatives empowered BFT to redefine its goals and create measures of success to review progress towards those goals. In addition to a review of BFT's fixed route and paratransit services, the study included a detailed analysis of BFT's vanpool program pricing. Four Nines identified best-suited fare collection technology options, resulting in the development of a high level design document for a new electronic fare system. Christina completed the geospatial analysis required throughout the project to understand current fare usage as well as the current fare distribution network.

CapMetro, Title VI Fare Equity Analysis: Transit Pass for the Unhoused Community – *Task Lead*

2023

Four Nines conducted a Title VI fare equity analysis for CapMetro's proposed free fares for people who are unhoused or experiencing housing insecurity. The proposed Transit Pass for the Unhoused Community utilizes the HMIS database for eligibility purposes. Christina used data from CapMetro's 6-month pilot of the fare program as well as our model from a recent CapMetro Title VI project to conduct this Title VI. The fare equity analysis, led by Christina, assessed whether the proposed changes would result in either Disparate Impacts on minority customers or a Disproportionate Burden on low-income customers, and concluded with a result of no findings.

Regional Transportation Commission of Southern Nevada, Title VI Fare Analysis — *Project Manager*

2023

Four Nines reviewed RTC's existing fare structure and proposed fare changes to conduct an equity analysis. This entailed analyzing data from customer and visitor travel surveys, as well as sales and transaction data. Four Nines built on these insights and developed a fare and ridership model to assess the effects of the fare change on minority and/or low-income customers, ultimately ensuring a successful fare launch in late 2023. As project manager, Christina led the effort including development of the data request, data cleansing, and write up of the final report.

Sound Transit, ORCA Fare System Procurement & Implementation — *Consultant*

2022 - 2023

In 2022, the Seattle Region replaced their first generation smart card with an open architecture second generation system. Four Nines led the replacement project. We developed a high level design and technical requirements in 2016, wrote the RFP for a Systems Integrator in 2017 and we continue to support the project through design, testing and system implementation in 2022. The next generation system launched to the public in May 2022 and included a transition from the old to new back office vendor, installation of new field equipment, and the introduction of a new mobile app and website, all while allowing the region's riders to continue using their existing ORCA smart cards.

Denver RTD, Systemwide Fare Study and Equity Analysis — *Consultant*

2021 - 2023

Four Nines conducted a comprehensive review of RTD's fare structure and pass programs. Three goals were developed to guide the recommendations: Equity, Affordability, and Simplicity. The study process explored the trade-offs associated with different approaches to achieve these goals. The study had a strong emphasis on public outreach to obtain input directly from RTD customers. In addition to the public participation process to obtain public comment on the recommendation, customers and stakeholders were engaged during the review of RTD's fare structure to identify what is and is not working, consideration of different conceptual fare options, and evaluation of fare alternatives. The RTD Board adopted the new fare structure in summer 2023; the fare structure was implemented in January 2024. Christina provided support throughout the project, including leading development of the SWOT and gathering information on peer Title VI mitigation approaches.

Jacksonville Transportation Authority, Comprehensive Fare Study — *Consultant*

2021 - 2023

Four Nines investigated fare strategy approaches after developing fare policy and fare collection recommendations aligned with the Authority's strategic fare strategy goals. During Phase 1, Four Nines conducted a comprehensive fare study of JTA's existing fare structure and fare policies with a current state analysis, interviews of JTA stakeholders to understand existing pain points and opportunities for improvement, and workshops to explore fare policy and fare collection opportunities. Based on the findings of the current state analysis and the outcomes of the workshops, Four Nines conducted Phase 2 of the project to address fare program and fare collection needs including fare simplification, technology, regional efforts and fare collection enhancements, with a key outcome of Phase 2 of the Comprehensive Fare Study being the development of a set of fare strategy priorities.

CapMetro, Fare Structure Study Task Order — *Consultant*

2021 - 2022

Four Nines reviewed CapMetro's current fare structure, products, programs, policies, and pricing and evaluated alternatives as CapMetro prepared for the implementation of its new customer payment system. The outcome of the study was a fare strategy that meets CapMetro's needs as it launches its new payment system and as the region builds out Project Connect that includes expansion of the rail system, a downtown transit tunnel, and expanded bus system, including new park-and-rides and additional BRT and circulator services. This study built on other work being conducted by Four Nines to provide on-call support as CapMetro designs, procures, and implements the customer payment system. Previous work included modeling the revenue impacts of instituting fare capping in the new account-based system.

3 Team Profile

We assembled our team to deliver the expertise necessary to successfully provide the RTA with the fare collection consulting expertise necessary both to accomplish Task Order 1 and throughout the on-call contract. Both Four Nines and TTG have been providing fare collection expertise since their inception in 2012 and 2001 respectively; firm leadership proposed here have provided fare collection expertise even longer while part of transit payment teams at Booz Allen Hamilton and CH2M (now Jacobs). Four Nines and TTG have been working together to support WMATA since 2022 and are excited to propose that proven teaming approach to the RTA.

3.1 Firm Profiles

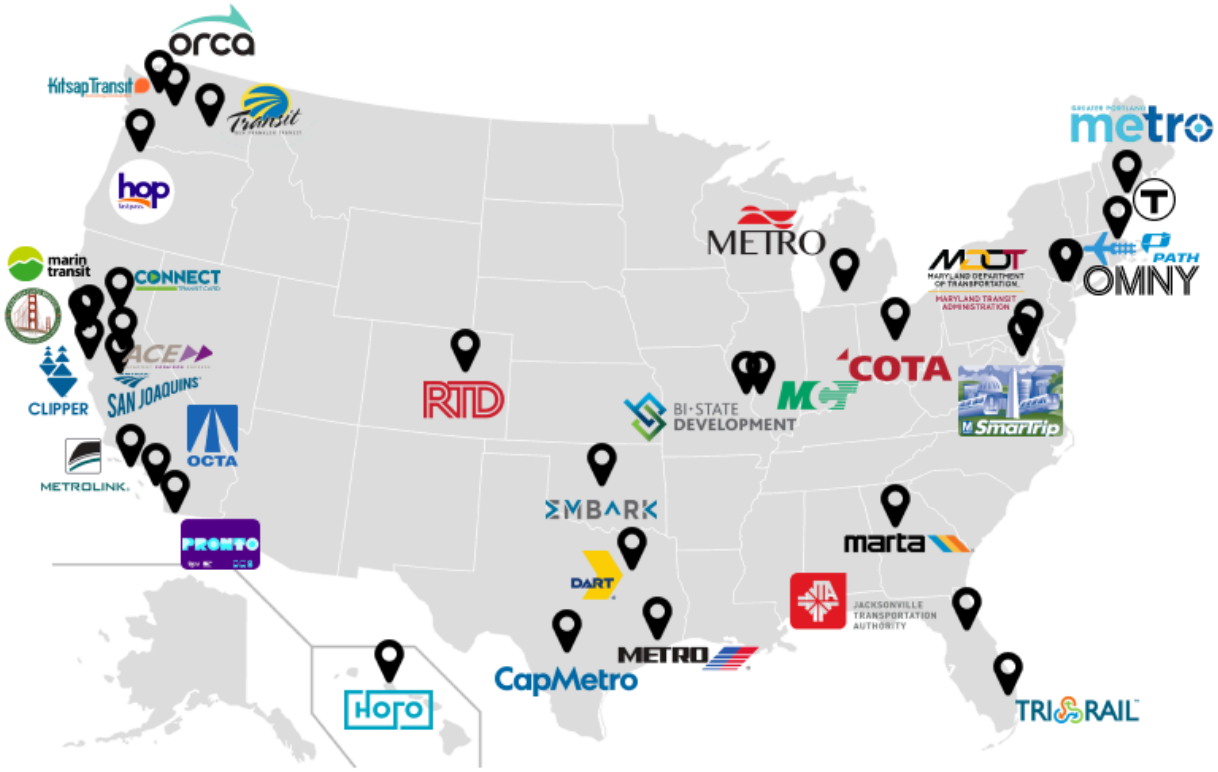
Four Nines Technologies is a certified California Small Business Enterprise. We formed Four Nines in 2012 around a commitment to provide excellence in consulting services to public agencies. Four Nines helps guide transit agencies through technology and policy decisions, specifically fare system technologies and fare policy decisions. Four Nines has extensive experience working with transit agencies through all phases of fare collection. We have conducted fare collection strategies, current state analyses, concepts of operations, requirements gathering, alternatives analysis, scope of work development, vendor selection, and contract negotiation. We follow that with project management oversight, design review, testing, and rollout, including transition planning and implementation processes. We complement that work with a deep expertise in fare policy, ridership data collection and presentation, and enterprise system deployment.

Established in 2001, The Transport Group (TTG) provides engineering and program management through a team of twelve professionals assigned to a variety of projects. The firm specializes in Fare Payment Systems strategy development, technology and system definition, design, technical analysis, testing oversight, training, operational procedures and implementation. TTG brings a wealth of experience and accomplishments in the fields of fare payment systems, fare policy, intelligent transportation systems, and connected and automated vehicles.

The experts on the TTG Team have supported numerous transit agencies, including WMATA Washington DC, MTA New York, MTC San Francisco, Metro Houston, MARTA Atlanta, MTA Baltimore, LIRR New York, PATH New York/New Jersey, HRT Hampton Roads, Port Authority Pittsburgh, CapMetro Austin, DART Dallas, MBTA Boston, and MBA Puerto Rico. TTG has worked for the past twenty years on the WMATA SmarTrip® program, and is currently supporting the SmarTrip Mobile initiative, system enhancements, and regional coordination activities. TTG and Four Nines have been working together to support WMATA since 2022.

3.2 Experience

The Four Nines team brings a strong history of successful fare collection strategy and implementation projects to this work. The map that follows shows projects in the U.S. where Four Nines and TTG have consulted on fare collection strategies, procurements, and implementations.



Beyond our consulting work for fare systems, Four Nines is actively involved in transit industry research and conferences. We authored the 2022 TCRP Research Report on Measuring and Managing Fare Evasion; Amy is on the panel for the 2025 TCRP Innovations and Best Practices in Transit Fare Enforcement research project, currently in the planning stages. Maeve is on the panel for the 2025 TCRP Travel Behavior and Financial Impacts of Fare Capping research project, also in the planning stages. We are the lead researchers for an FTA Enhancing Mobility Innovation project investigating the ability to automate enrollment into means-tested low-income fare reduction programs, which was presented at TRB in January. Curtis has presented to multiple APTA conferences and the World ITS Congress on NFC and fare system integrations.

The Four Nines team is proud to stand behind all our work, and any of our clients would be happy to talk with the RTA about our work and our team. Below we provide detailed descriptions of similar engagements we believe to be most relevant to the RTA's project, as well as additional projects that demonstrate the depth of knowledge and experience provided by this team. Reference information is provided in the forms.

CapMetro - Fare Collecting Consulting, Fare Structure Analysis, and Title VI Fare Equity Analyses

Key Staff: Amy Martin (Fare Collection Project Manager), Curtis Pierce (Principal-in-Charge), Christina Winberry (Title VI Lead)

Dates: 2019 - 2025

Like the RTA's proposed project, CapMetro managed their fare collection project through an On-Call Task Order based contract. We initiated the project with strategy work, building on an initial strategy already completed by the agency, and then developed a Concept of Operations. Following these efforts, CapMetro staff and executive leadership ultimately opted to move forward with procuring an upgrade of their existing Bytemark mobile application, which was to be expanded to a full account-based fare collection solution supporting both smart cards and fare payments using a mobile device. We supported CapMetro with the design and implementation of this system. We also provided related fare policy and CRM support.

CapMetro's opportunity to pursue an upgrade of their existing mobile ticketing system to a full account-based fare collection solution presented many benefits. The upgrade was built on a platform well liked and utilized by CapMetro's customers, leveraged CapMetro's existing investment, and was supported by an established working relationship with the fare collection vendor. This path also presented some challenges: the upgrade RFP contained less detailed requirements than would have been expected in a competitive procurement, which at times resulted in a lack of clarity around expectations. Additionally, while many components of the account-based system were built on existing features and functionality, many components were new development and required a larger level of effort than the vendor or CapMetro initially anticipated. We advised CapMetro regarding risks related to the vendor's ability to perform, supported by analysis of potential alternatives and mitigation strategies. We also provided recommendations related to project management rigor and a revised approach to delivering design documentation that have helped the team to overcome these challenges.

We also provided fare policy support to CapMetro related to the launch of their upgraded fare collection solution. We undertook an analysis of current fare product usage data to evaluate the potential revenue impacts of introducing fare capping and outlined potential mitigation strategies through adjusting fares and fare caps to address potential revenue loss under fare capping. Four Nines then reviewed CapMetro's current fare structure, products, programs, policies, and pricing and evaluated alternatives as CapMetro prepared for the implementation of the new customer payment system. The outcome of the study was a fare strategy that meets CapMetro's needs as it launches its new payment system, including launch of a new low income fare program and a new cash digitization network. More recently, Four Nines conducted a Title VI fare equity analysis for CapMetro's Transit Pass for Unhoused Community Pilot Program. To

conduct the fare equity analysis, we supported the development of the program by addressing eligibility and implementation considerations.

Most recently, we supported fare system troubleshooting implementation challenges and the pursuit of desired enhancements, such as how to support paratransit riders using a disparate ticketing system, how to expand the system to microtransit, and an interest in launching cEMV acceptance. We provided strategic advice as CapMetro worked to replace the Bytemark solution and, under a separate contract as sub to AECOM, delivered a media migration plan to assist CapMetro in simplifying and transitioning the agency's extensive fare media offerings into a more streamlined set of options through Umo.

Amy and Curtis have led Four Nines' work with CapMetro since 2019. Christina has provided fare policy and Title VI expertise since joining Four Nines in late 2021 and led the development of the Title VI fare equity analysis for the Transit Pass for the Unhoused Community.

Central Ohio Transit Authority - Fare Collection Assistance and Fares Analysis

Key Staff: Curtis Pierce (Principal-in-Charge and Subject Matter Expert), Amy Martin (Fare Collection Project Manager, 2020 Fares Analysis Deputy Project Manager), Maeve Clements (2025 Fares Analysis Project Manager), Christina Winberry (2025 Fares Analysis Title VI Expert)

Dates: 2020 - 2022, 2025 - Present

COTA contracted Four Nines to help the agency procure a new fare collection system. COTA had an ambitious timeline for the project – due to COVID-19, the agency wanted to procure a new fare collection system that would provide their customers with a contactless fare payment option as quickly as possible. Our team started by conducting a needs analysis workshop with COTA staff. We came to the workshop with a basic understanding of COTA's existing fare structure and fare collection technology gained from our previous project with the agency where we performed an assessment of their current approach to ridership data collection, reconciliation, and reporting. During this workshop we worked with COTA's stakeholders to understand their motivation for the rapid deployment of the new fare collection system, set goals and objectives for the new fare collection system, and identify the strengths, needs, opportunities, and challenges of their existing fare collection solution. We documented the results of the workshop in a presentation format for staff reference.

The needs analysis workshop revealed that an additional fare policy focused discussion was necessary to ensure that the technology being procured could support COTA's existing and desired future fare structures. A core set of agency decision makers attended the fare policy workshop the following day. By engaging a smaller group, COTA was able to quickly make decisions about what fare policies the new system needed to accommodate and then classify those policies into one of three groups: needs to be achieved in a specific technical manner, needs to be accommodated in any manner, or functionality desired but not needed by the agency. This decisiveness allowed us to proceed according to our original schedule with an alternatives analysis workshop the next day.

With decisions made on key technology alternatives such as trip planning approaches, buying new TVMs or integrating existing ones, and the retail network procurement approach, our team crafted a concept of operations for COTA's new account-based fare collection system. This concept of operations, including system requirements, served as the backbone for COTA's RFP. COTA's commitment to involving representative stakeholders from across the agency and empowering those stakeholders to make decisions helped us meet COTA's aggressive timeline and helped COTA to release the RFP less than four weeks after we received NTP. COTA received multiple, competitive responses to the RFP. We supported COTA through vendor negotiations, including development of a cost estimate and total cost of ownership comparison, and

supported COTA and their selected vendor through system configuration and a successful launch.

In parallel to preparations to implement its new Masabi fare management system, we performed a detailed review of COTA's fare structure and policies. We identified opportunities to simplify fares, including implementing a flat fare structure and introducing fare capping. We also helped COTA develop a roadmap to eliminate legacy fare media, such as magstripes, with a long term goal of transitioning to cashless fare collection while considering fare equity and ensuring all customers have equitable access to the new fare management system. Four Nines followed on the fare study with support for COTA's design and implementation of pass programs, including a new low-income program and the accompanying Title VI fare equity analysis. We have recently kicked off a project to refresh COTA's fare structure, with a new renewed focus on integrated ticketing and policies across fixed route, paratransit, microtransit, and COTA's future BRT services.

Similar to the RTA, COTA's project was focused on minimizing the operator's involvement in fare collection, advancing access to fares for all riders, regardless of banking access, and expanding and simplifying programs for employers and educational institutions. Transition planning from old to new fare media was also a major topic and resulted in lessons learned around how to best support customers during that process (e.g., transitioning from rolling 31-day passes to calendar-based passes).

Regional Transit District - Systemwide Fare Study & Equity Analysis and Account-Based Ticketing Support

Key Staff: Amy Martin (Fare Collection Project Manager, Fare Policy Deputy PM), Curtis Pierce (Principal-in-Charge), Maeve Clements, Christina Winberry

Dates: 2019 - Present

Denver's Regional Transit District (RTD) has engaged Four Nines for several related fare collection consulting task orders since 2019 in support of the region's fare collection modernization project and implementation of a Masabi account-based ticketing solution. RTD first asked Four Nines to conduct market research on other rail agencies' procurement, design, and installation decisions related to validators; the results of the research supported RTD's rail validator placement decision making.

We followed that task by providing transition planning and RFP/SOW support as RTD explored possible transition approaches from its card-based to a new account-based system. We created phasing plans exploring three transition options and then workshopped the operational impacts with RTD staff. We developed a detailed transition plan for the selected transition option. We also reviewed RTD's RFP for new validators, addressed staff questions about technical implications of a split back office/validator procurement, and provided a back office vendor cost analysis. In early 2021, we completed two additional research efforts for RTD: an overview of open-loop payment acceptance in a public transit setting and a peer review related to resolving PCI compliance issues at ticket vending machines.

In 2022, RTD launched the new account-based fare collection back office provided by Masabi. Leading up to the launch, we provided detailed transition planning work, including support in closing out the existing Conduent solution. We are currently engaged to support implementation of system enhancements, such as cEMV acceptance, launch of a cash digitization retail network, and legacy paper product integration into RTD's overall fare strategy. We have recently completed a visioning effort in support of RTD's next fare collection investment and are in the midst of developing that RFP.

In a separate effort, Four Nines conducted a comprehensive review of RTD's fare structure and pass programs. The study explored the trade-offs associated with fare alternatives and programs to achieve equity, simplicity, and affordability goals with a strong emphasis on input from RTD customers. As part of the process to create fare alternatives, Four Nines conducted a comprehensive benchmarking analysis in which we reviewed components of RTD's fare structure against 10 peer agencies. We developed a series of white papers on various aspects of programs for vulnerable rider groups including Zero Fare, Payment of Low-income Fares, Free Fare for Youth, and Fare Equity Mitigations. We helped develop and manage community engagement efforts, which considered new fare programs and whose input to help shape the

final recommendation. The result was a new simplified fare structure that reduced the cost of transit for discount riders, approved by the Board in 2023 and implemented in January 2024.

Amy Martin and Curtis Pierce are leading the ongoing fare collection efforts at RTD. They also both played leadership roles in the Fare Study, including managing a large team of subject matter expert subconsultants. They were supported by Four Nines' fare policy leads, Maeve and Christina.

Like the RTA, these efforts included an emphasis on financial equity and inclusion for lower-income, un-, and under-banked riders as exhibited by the new fare structure, upcoming launch of a cash digitization network, and ongoing planning related to legacy fare media integration or discontinuation. Current RFP planning work also envisions procuring new TVMs separately from the back office and designing an open payment platform that can build on RTD's leadership in the MaaS space.

Sound Transit - Next Generation Regional Fare Collection System (ORCA) Consultant

Key Staff: Curtis Pierce (Project Manager), Amy Martin (Project Coordinator), Christina Winberry (Support)

Dates: 2015 - Present

Our experience working to support the procurement and implementation of the Puget Sound region's Next Generation ORCA fare collection solution features many of these same tasks. We have provided regional inter-agency support for the seven agency system since 2015, including convening needs analysis stakeholder interviews during earlier planning phases of the project, requirements gathering and review sessions to support development of the procurement package, and supporting regular ongoing coordination meetings like the ORCA Joint Board. Curtis provided extensive procurement support, developing the scope of work narrative and requirements, assisting with pre-proposal meetings and responding to the vendor questions, participating in on-site reference checks for finalists, and advising during vendor negotiations prior to award. Preparation of the procurement package also required coordination with Sound Transit's legal department when establishing operations and maintenance terms and conditions for the fare collection system contract.

Following selection of INIT as the new ORCA vendor, we were active participants in the design review process for the system. Each design review deliverable was reviewed by the appropriate consultant with expertise in that area; issues were logged in a Master Issues Log for review with the client and vendor and many issues were addressed during interactive design review workshops. Amy developed and managed an integrated program schedule encompassing project schedules for the new fare collection vendor, changes required by the legacy system vendor to support transition, a separate retail network contract, and related agency projects such as CAD/AVL upgrades and integrations. We supported testing throughout the program - we provided feedback on INIT's test plans, Curtis participated in on-site first article testing at INIT's office in Germany, and Curtis and Amy supported final testing on-site in Seattle leading up to and during the system transition weekend in 2022.

We continue to support the program as it has moved towards final system acceptance and into operations and maintenance, including reviewing enhancement requests, drafting change orders, and reviewing vendor responses to these requests for both cost and schedule reasonableness. Current efforts include improving access to discount fares through integration of an eligibility portal with the regional Salesforce implementation, launch of the ORCA card in mobile wallets, and accepting cEMV payments. We also recently completed a landscape review on negative balance features that we will be following up with peer agency interviews to support regional policy decisions.

WMATA - Fare System Back Office, TVM, and Open Payments Technical Consulting Support

Key Staff: Curtis Pierce (Principal-in-Charge & SME), Amy Martin (Deputy PM for Back Office), Maeve Clements (Support), Marcy Stehney (SME)

Dates: 2022 - Present

Washington Metropolitan Area Transit Authority (WMATA) hired Four Nines to support its effort to replace its first generation, card-based fare collection system that is nearing the end of its useful life. We evaluated WMATA's current system to define goals and scenarios for back office system upgrades, developed an Alternatives Analysis that highlighted potential directions to achieve WMATA's goals, incorporated WMATA's desired features into an extensive list of design requirements, and developed a Statement of Work document that provided a narrative in support of the requirements. Due to agency budget shortcomings, the back office project has been placed on hold until 2025.

Four Nines and TTG are also part of the Jacobs team selected to support the WMATA's Ticket Vending Machine procurement. The TVM project began with a Quantitative Analysis led by Four Nines to determine the minimum number of machines needed. By working with staff on strategies to move transactions to other, less expensive platforms including retail networks, card-in-wallet, and cEMV, we were able to reduce the number of TVMs nearly in half. As part of an industry review we hosted a vendor showcase which brought all the TVM vendors in the U.S. together and allowed WMATA stakeholders to see and touch them. Following the postponement of the back office project, we rewrote the TVM requirements to support integration of the TVMs with the existing card based system. The TVM RFP we authored was released earlier this year. We are contracted to support evaluation of TVM vendor proposals and implementation.

Four Nines and TTG are part of a second Jacobs team selected to implement cEMV beside the current WMATA SmarTrip card based system in 2025. Littlepay will be the vendor. This will be the first major system in the U.S. to implement closed loop and open loop systems from different vendors on the same validators. WMATA is another example of our participation in contract negotiations, and in the integration of disparate systems, some from the same vendor, some from different vendors.

Curtis and Marcy are two of the lead technical subject matter experts for the back office, TVM, and open payments projects. Amy authored the peer review for the back office Current State Assessment, was a major contributor to the Back Office Alternatives Analysis, and has provided peer information on customer communications and marketing for open payments.

Jacksonville Transportation Authority - Comprehensive Fare Study & Fare Collection Consulting Services

Key Staff: Amy Martin (Fare Collection SME), Maeve Clements (Project Coordinator & Fare Policy SME)

Dates: 2021 - 2024

Four Nines supported the development of a strategy and scope of work for the upgrade of JTA's fare collection solution to meet the needs identified in the Comprehensive Fare Study and achieve JTA's fare strategy goals. The scope of work is being developed to use modern fare technology to support JTA in achieving JTA's Strategic MOVE2027 Plan goals, support future fare policy improvements, infrastructure improvements like the new U2C program, and other agency-wide goals and values such as financial stability and core values of equity and affordability.

Four Nines previously investigated fare strategy approaches after developing fare policy and fare collection recommendations aligned with the Authority's strategic fare strategy goals. During Phase 1, Four Nines conducted a comprehensive fare study of JTA's existing fare structure and fare policies with a current state analysis, interviews of JTA stakeholders to understand existing pain points and opportunities for improvement, and workshops to explore fare policy and fare collection opportunities. Based on the findings of the current state analysis and the outcomes of the workshops, Four Nines conducted Phase 2 of the project to address fare program and fare collection needs including fare simplification, technology, regional efforts and fare collection enhancements, with a key outcome of Phase 2 of the Comprehensive Fare Study being the development of a set of fare strategy priorities.

Similar to the RTA, JTA offers tickets and passes today both through the GFI farebox system as well as through Token Transit. Access to fares was a major consideration in planning for the next generation fare collection solution, as today JTA has a very limited number of TVMs and a limited-footprint retail network. Additional unique features of the project relevant to the RTA include planning around ticketing for foot and vehicle ferries.

4 Cost Proposal

4.1 Task Order 1 Proposed Pricing

Four Nines Technologies, as a Small Business Enterprise, does not have audited financial statements. Our team's proposed pricing for Task Order 1 uses an overhead rate of 71.53%. The use of this overhead rate falls under NORTA's Section 4.4 requirements for the threshold of CPA audit and Federal or State audit requirements. Our proposed not-to-exceed price of $132,500 includes estimated costs for two trips.

Task	Phase	Work Description	Proposed Price
1	1	CMFI Initialization	$60,000
1	2	Project Planning and Management	$65,000
1	Travel	Travel to support Task 1	$7,500
		Total TO 1 Not-to-Exceed Price	**$132,500**

The estimated $7,500 in travel costs would cover a total of five three-night trips. We propose conducting the trips as follows:

- One trip for three team members as part of Phase 1 to conduct the stakeholder interviews
- One trip for two team members as part of Phase 2 to review the draft ConOps and gather feedback, or to present the findings and final deliverables from the entire Task Order at its completion

4.2 Task Order 2 Proposed Pricing

The amount a consultant is needed for Task Order 2 will vary greatly depending on the solution chosen. A pure Software-as-a-Service solution with no customizations from a single vendor requires a lot less testing involvement, for example. Decisions regarding these elements will be made during Task Order 1 and will impact the level of effort for Task Order 2. While the amount of work performed may increase or decrease based on the RTA's decisions during Task Order 1, we have provided an estimate for Task Order 2 (Phases 3 and 4) below based on our current understanding of the RTA's needs. We have included pricing for three trips as part of Task Order 2.

We will work closely with the RTA project management team to provide a better estimate after some of the unknown elements are resolved as the decisions of Task Order 1 are made and the scope of Task Order 2 is finalized.

Task	Phase	Work Description	Proposed Price
2	3	Procurement Support	$95,000

Task	Phase	Work Description	Proposed Price
2	4	Implementation Support	$115,000
2	Travel	Estimated Travel to support Task 2	$12,000
		Total TO 2 Not-to-Exceed Price	**$222,000**

The estimated $12,000 in travel costs would cover a total of eight three-night trips. We propose conducting the trips as follows:

- One trip for two team members for a kick off meeting with the selected vendor
- One trip for two team members during testing
- Two trips for two team members during installation, transition, and implementation

4.3 Pricing Notes

Task Orders will be billed in accordance with the following hourly rates based on when the work occurs.

The following hourly rates for team members are good through December 31, 2025:

Team Member	Direct Labor	Fringe	Overhead	Profit	Hourly Rate
Curtis Pierce	$106.52	$46.84	$76.20	$22.96	$252.51
Amy Martin	$77.74	$34.18	$55.61	$16.75	$184.29
Maeve Clements	$64.13	$28.20	$45.88	$13.82	$152.03
Christina Winberry	$51.92	$22.83	$37.14	$11.19	$123.08
Marcy Stehney (sub)	$223.90	N/A	N/A	$22.39	$246.29

The following hourly rates for team members are good through December 31, 2026:

Team Member	Direct Labor	Fringe	Overhead	Profit	Hourly Rate
Curtis Pierce	$111.85	$49.18	$80.01	$24.10	$265.14
Amy Martin	$81.63	$35.89	$58.39	$17.59	$193.50
Maeve Clements	$67.34	$29.61	$48.17	$14.51	$159.63
Christina Winberry	$54.52	$23.97	$39.00	$11.75	$129.24
Marcy Stehney (sub)	$235.10	N/A	N/A	$23.51	$258.61

We agree to meet or exceed your DBE goal of 22.3% and estimate the DBE contract value at $79,100.

We are open to conducting additional travel should the RTA find it beneficial to the project; alternatively, we can conduct all of the strategy and procurement activities remotely, as we've

successfully demonstrated in prior projects such as COTA's procurement and launch of their new fare management system and our fare collection industry review project for TriRail, amongst others.

For any travel expenses, Four Nines will bill the RTA actual costs in accordance with the RTA's Travel Policies and Procedures. We will work with the RTA to determine the appropriate travel cadence for this project and will only travel with prior approval from the RTA.

5 Forms

1.15 ADDENDA

Proposers shall acknowledge receipt of all addenda to this Request for Proposals. Acknowledged receipt of each addendum shall be clearly established and included with each proposal. The undersigned acknowledges receipt of the following addenda.

Addendum No. 1, dated 4/22/2025

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Four Nines Technologies
Company Name

Curtis Pierce, Principal
Company Representative

RFP 2025-010

Proposers are reminded that price/cost shall not be used as an evaluation factor during the initial evaluation. However, price proposals will be evaluated and proposers are required to submit cost data separately with their proposal. Proposals which do not contain cost/price information may be considered non-responsive to the administrative requirements of the RFP.

PROPOSAL PRICING RESTRICTIONS

Any proposed overhead rate which exceeds 75% of approved categories (e.g., "labor") shall be substantiated by a current audit performed by an independent Certified Public Accounting Firm. Any proposed overhead rate which exceeds 100% of the approved categories shall be substantiated by a current audit conducted by a federal or state agency. Labor rates for all individuals who may perform any work associated with this project shall be identified in the proposal. The individuals will be identified by name and job category. This requirement extends to all individuals whether classified as professional or non-professional. Any changes in labor rates and/or additions or changes to personnel providing work on this project must be pre-approved by RTA in writing.

4.4 OVERHEAD RATES

Contractor will be required to submit an audited overhead rate.

4.5 PLACE OF PERFORMANCE

(a) The offeror or respondent, in the performance of any contract resulting from this solicitation, X **intends, _____ does not intend [check applicable block]** to use one or more plants or facilities located at a different address from the address of the offeror or respondent as indicated in this proposal or response to request for information.

(b) If the offeror or respondent checks "intends" in paragraph (a) of this provision, it shall insert in the following spaces the required information:

Place of Performance (Street Address, City, State, County, ZIP Code)	Name and Address of Owner and Operator of the Plant or Facility if Other than Offeror or Respondent
Staff are remote and work from home in the following states: California, New Jersey, Oregon. Additional details are available upon request.	

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed Contractor Questionnaire form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate Contractor Questionnaire

Regional Transit Authority Service Provider Questionnaire 	1. Project name, project number and date of submittal: Fare Collections System Upgrade Consultant, 2025-010, April 25, 2025	2. Official name of firm, indicate if prime or subconsultant: Four Nines Technologies, Prime	3. Address of office to perform work: Firm address: 101 Madera del Presidio Drive, Corte Madera, CA 94925 All staff are remote and work from home offices
4. Name of parent company, if any: n/a	5. Location of headquarters (city): Corte Madera, CA	6. Name, title, and telephone number of principal contact: Curtis Pierce, Principal 510-541-2799	7. Name, title, and telephone number of project manager: Amy Martin, Senior Consultant 925-209-5979
8. Specify Type of Ownership: X Private corporation Public corporation Proprietorship Partnership	9. Indicate Special Status: Small business Minority-owned business Woman-owned business	10. Indicate certifications held regarding special status: SBA certified SLDBE certified LAUCP certified	11. Is this submittal a joint venture (JV)? Yes X No If so, has the JV worked together before? Yes No

12. List full-time personnel by primary function. Count each only once. If all personnel are not stationed in office as listed in item 3, indicate in-office personnel separately, e.g. "5/1".

#	Function (e.g. civil engineer)						
2	Principal						
2	Senior Consultant						
1	Associate						
						0	**Total Personnel Domiciled in LA**
						5	**Total Personnel**

form and indicate on the form in item 10 that the response is a joint venture.

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
The Transport Group 43588 Wild Ginger Terrace, Leesburg, VA 20176	Fare Collection Consulting Subject Matter Expertise, emphasis on mobile technologies	Yes

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Curtis Pierce, Principal Based in CA	a. Name and title: Amy Martin, Senior Consultant Based in CA
b. Position or assignment for this project: Principal-in-Charge/Fare Collection SME	b. Position or assignment for this project: Project Manager
c. Years of professional experience with this firm: 13 With other firms: 18	c. Years of professional experience with this firm: 8 With other firms: 4
d. Education: Degree / Year / Specialization BA, Carleton College / Economics	d. Education: Degree / Year / Specialization MA, University of California, Berkeley / 2017 / City Planning BS, University of California, Davis / 2013 / Environmental Policy Analysis & Planning
e. Active registration or applicable certifications: State / Discipline / License number / First year registered Project Management Professional Agile Certified Professional	e. Active registration or applicable certifications: State / Discipline / License number / First year registered Project Management Professional / 2024
f. Experience and qualifications relevant to this project: Curtis Pierce brings over 30 years of technical project management expertise to the team, with the last 17 years dedicated to working with transit operators across the U.S., specializing in fare collection, program management, data integration, and IT strategy. He co-leads Four Nines' fare collection practice. Curtis is currently serving as project manager on the Seattle region's ORCA Fare System Procurement & Implementation project, which recently transitioned to a new account-based, open-architecture next generation electronic fare collection system. He also is a senior technical advisor for Four Nines' efforts in providing fare collection expertise for WMATA, NCTD, CapMetro, Denver RTD, and SJRRC. As a subconsultant and in previous positions with Booz Allen Hamilton and CH2M HILL, Curtis has provided leadership and technical expertise to many other major fare collection systems across the U.S., including Los Angeles' TAP, the San Francisco Bay Area's Clipper, Portland's Hop, Honolulu's HOLO, and Sacramento's Connect Card.	f. Experience and qualifications relevant to this project: Amy Martin brings more than 10 years of experience in fare policy, fare collection, and regional transportation planning to the team and has extensive experience in current state assessments, defining system requirements, and developing RFPs for electronic fare collection systems. Amy co-leads the fare collection practice for Four Nines and has worked on developing fare collection strategies and procurements for a wide variety of public transit agencies, including Next Generation ORCA in Seattle, RTD in Denver, and the Altamont Commuter Express in Stockton. Amy focuses on understanding currently available and developing fare collection technology and ensuring fare collection strategies developed for individual public transit agencies meet the current and future needs of the agencies, customers, and overall fare strategy. Amy also understands the intersection of technology and fare policy and is an integral part of understanding the implementability of fare policy strategies in Four Nines' fare collection and policy projects. She has served as Project Manager on similar projects for the San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority, Denver RTD, CapMetro, COTA, and the Sacramento Area Council of Governments.

15. List work by firm's personnel members to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
ORCA Fare System Procurement & Implementation Seattle, WA Sound Transit	Scott Corbridge, Regional Program Manager 206-398-5422 scott.corbridge@soundtransit.org	In 2022, the Seattle Region replaced their first generation smart card with an open architecture second generation system. Four Nines led the replacement project, including development of the strategic plan, high level design, technical requirements, and RFP. We supported design, testing, and system implementation and continue to support system enhancements.	Prime consultant leading multi-firm team providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	2027	$6.2m	$3.5m
Technical Assistance for New Ticketing System Stockton, CA San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority	David Lipari, Deputy Director of Passenger Experience and Communications 209-944-6278 dlipari@sjrrc.com	Four Nines supported SJRRC in preparing an RFP for a new ticketing system for the Altamont Corridor Express (ACE) commuter rail service. We supported vendor procurement and are currently supporting system design, testing, and implementation. Four Nines is also supporting SJJPA with the related San Joaquins New Back Office System Project.	Prime consultant providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	2027	$1.5m	$1.5m
Account-Based Ticketing Implementation Support Denver, CO Denver Regional Transit District	Monika Treipl-Harnke, Revenue Senior Manager 303-299-2347 Monika.Treipl-Harnke@rtd-denver.com	Four Nines is leading the development of a SOW for RTD's replacement account-based fare collection back office that will integrate with existing hardware. The SOW builds on an earlier high level design developed by Four Nines and prior fare collection consulting activities and a systemwide fare study (separately contracted).	Providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Task order issued as part of broader bench, however task order is fully executed by Four Nines.	2025	$180k	$150k

Fare Collection Consulting Services Austin, TX CapMetro	Jonathan Tanzer, Director of Product Management 512-369-6053 jonathan.tanzer@capmetro.org	Four Nines provided on-call support as CapMetro launched the next iteration of its electronic fare collection system. This included initial strategy work, system design and implementation support, a comprehensive fare study, and a number of limited tasks related to topics including farebox reconciliation and bikeshare pricing.	Provided fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Also provided fare policy consulting and Title VI Fare Equity Analysis services.	July 2024	$1m	$750k
Fare Collection Assistance & Fares Analysis Columbus, OH Central Ohio Transit Authority	Jason Yanni, Senior Director Product Management & Innovation 614-308-4417 yannijr@cota.com	Four Nines assisted COTA as they procured and implemented a new fare collection system. Developed and released the fare system RFP less than four weeks after we received NTP. Supported vendor procurement and implementation. Also conducted a comprehensive fare policy analysis in advance of launching the new fare collection system.	Provided fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Also provided fare policy consulting and Title VI Fare Equity Analysis services.	September 2022	$410k	$300k
Fare System Back Office & Fare Vending Machine Technical Support	Clint Leslie, Program Coordinator, Fare Revenue Systems and Modernization 202-962-1033 cleslie@wmata.com	Led strategic planning and development of final procurement package for a new account-based fare collection back office. Release of the RFP has been delayed due to agency budget constraints. WMATA is continuing with replacement of their fare vending machine. For that effort, Four Nines is leading requirements development and a quantitative analysis to determine the optimal number of needed FVMs.	Prime consultant leading multi-firm team that provided fare collection subject matter expertise related to strategy and procurement for back office project. Subconsultant providing subject matter expertise for fare vending machine project.	2025	$2.7m	$1m

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
Technical Assistance for New Ticketing System Stockton, CA San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority	Prime consultant providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	Prime	20%	$1.75m	$1.4m

ORCA Fare System Procurement & Implementation Seattle, WA Sound Transit	Prime consultant leading multi-firm team providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	Prime	95%	$6.2m	$150k
CAD/AVL System Selection Support Pontoon Beach, IL Madison County Transit	Four Nines provided strategy, procurement, and is now providing implementation support as MCT launches its first CAD/AVL system.	Prime	80%	$120k	$25k
Transit Fare Study Anchorage, AK Municipality of Anchorage	Four Nines is leading a fare study across Anchorage's services, including fixed route and paratransit, analyzing existing conditions, conducting peer research, and developing recommendations	Prime	45%	$100k	$55k
Business System Consulting Services Oceanside, CA North County Transit District	Four Nines is providing on-call business system consulting services to the District, currently focused on a Hastus replacement project.	Prime	70%	$260k	$110k
Ridership Data Dictionary San Rafael, CA Golden Gate Bridge, Highway and Transportation District	The District is building a replacement for their existing ridership reporting application. The scope of that project does not currently include data flow mapping, a data dictionary, or an analysis of best practices for ridership reporting. Therefore, the District has asked Four Nines to support the project by filing in those gaps.	Prime	95%	$120k	$55k
Title VI Fares Analysis Columbus, OH Central Ohio Transit Authority	Four Nines just initiated a comprehensive fare study and associated Title VI fare equity analysis for COTA covering fixed route, paratransit, and microtransit fares and fare payment options.	Prime	0%	$175k	$175k
Title VI Program Update Stockton, CA San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority	Four Nines, supported by a subconsultant, is conducting SJRRC's triennial Title VI Program Update.	Prime	50%	$115k	$80k
Fare Study Kalamazoo, MI Central County Transportation Authority	Four Nines is conducted a fare study covering CCTA's fixed route, paratransit, and microtransit services, including fare collection recommendations.	Prime	40%	$80k	$50k

Verifying Low-Income Fare Eligibility via Connections to Other State Databases Rochester, NY FTA EMI Grant via Rochester Genesee Regional Transportation Authority	Four Nines is working with Rochester RTS and other partners to investigate the ability to automate enrollment into means-tested low-income fare reduction programs.	Subconsultant	65%	$225k	$75k
Fare Vending Machine Technical Support Washington D.C. Washington Metropolitan Area Transit Authority	Subconsultant providing subject matter expertise for fare vending machine replacement project.	Subconsultant	95%	$320k	$20k
Open Payments Consulting Support Washington D.C. Washington Metropolitan Area Transit Authority	Subconsultant providing subject matter expertise for open payments overlay project.	Subconsultant	40%	$215k	$140k
Account-Based Ticketing Implementation Support Denver, CO Denver Regional Transit District	Providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Task order issued as part of broader bench, however task order is fully executed by Four Nines.	Subconsultant	70%	$180k	$50k
Transit Operations Insourcing Feasibility Study San Diego, CA San Diego Metropolitan Transit System	Subconsultant providing transit technologies subject matter expertise related to broader insourcing project.	Subconsultant	20%	$55k	$45k

17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

Since 2012, Four Nines has helped guide transit agencies through technology and policy decisions, specifically fare system technologies and fare policy decisions Four Nines has extensive experience working with transit agencies through all phases of fare collection. We have conducted fare collection strategies, current state analyses, concepts of operations, requirements gathering, alternatives analysis, scope of work development, and vendor selection. We have often followed that work with design, testing, and rollout, including transition planning and implementation processes. We complement that work with a deep expertise in fare policy, ridership data collection and presentation, and enterprise system deployment.

We strive to develop fare recommendations that meet the needs of transit agencies as well as the customers they serve. We consider how customers pay their fares and use the system today, current challenges, and how they might pay fares in the future. We pride ourselves on our ability to provide creative fare policy solutions. Our approach recognizes the importance of understanding fare collection capabilities and plans, the agency's customers, the operating environment, business processes and change management, and data requirements and limitations.

Our team prides itself on the many innovations that we have been a part of. Our team has led fare collection projects which include the first use of APIs (St. Louis Metro), the first integration of commercial financial software (TriMet), and the first integration of commercial CRM software in the initial launch (ORCA). We have authored TCRP and FTA reports on fare enforcement and low income programs and regularly present at APTA conferences, Smart Card Alliance meetings, ITS Congress, and other industry forums on fare collection and fare policy. Our team has consulted on dozens of fare collection implementations in North America, including most of the open payments and account-based systems currently being procured and implemented. We led the only upgrade of a card based system to an account based system from a different vendor that didn't require riders to switch cards or accounts (ORCA). We have experience with all the leading fare collection vendors, including all of the major Software as a Service vendors including Token Transit, Masabi, Umo by Cubic, and Kuba (formerly Unwire).

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethics conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: ____  _____ Date: ____April 24, 2025_____

Typed Name: ___Curtis Pierce_____ Title: ___Principal_____

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed Contractor Questionnaire form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate Contractor Questionnaire form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Service Provider Questionnaire 	1. Project name, project number and date of submittal: RFP #: RFP 2025-010 RFP Title: Fare Collections System Upgrade Consultant Submission Date: April 24, 2025	2. Official name of firm, indicate if prime or subconsultant: Subcontractor The Transport Group, LLC	3. Address of office to perform work: 43588 Wild Ginger Terrace Leesburg, VA 20176
4. Name of parent company, if any: Not applicable	5. Location of headquarters (city): Leesburg VA	6. Name, title, and telephone number of principal contact: Marcy Stehney Principal 724-263-9644	7. Name, title, and telephone number of project manager: Marcy Stehney Principal 724-263-9644
8. Specify Type of Ownership: Proprietorship	9. Indicate Special Status: Woman-owned business	10. Indicate certifications held regarding special status: LAUCP certified	11. Is this submittal a joint venture (JV)? No If so, has the JV worked together before? NA

12. List full-time personnel by primary function. Count each only once. If all personnel are not stationed in office as listed in item 3, indicate in-office personnel separately, e.g. "5/1".

#	Function (e.g. civil engineer)						
1	Project Manager	1	Finance Manager				
3	Sr_Fare Collection Engineer_						
3	QA Inspection Engineer____						
2	Business Analyst_____						
1	Project Administrator_____						
1	Civil Engineer_____					**0**	**Total Personnel Domiciled in LA**
1	Office Manager_____					**13**	**Total Personnel**

Most TTG employees work remotely. 1 PM and 1 Sr. Fare Collection Engineer are stationed at office #3.

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
None		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Marcy Stehney, Principal	a. Name and title: Donna Aurich, Senior Software Engineer
b. Position or assignment for this project: Subject Matter Expert	b. Position or assignment for this project: Subject Matter Expert
c. Years of professional experience with this firm: 24 With other firms: 3	c. Years of professional experience with this firm: 7 With other firms: 13
d. Education: Bachelor of Science Mechanical Engineering - 1996	d. Education: Master of Science in Information Systems Technology – 2009 Bachelor of Science in Computer Science - 1997
e. Active registration or applicable certifications: None	e. Active registration or applicable certifications: CIO University Certificate, Chief Information Officer's Council, General Services Administration (GSA), December 2009
f. Experience and qualifications relevant to this project: ***Washington Metropolitan Area Transit Authority (Washington, DC***) – Ms. Stehney is currently developing requirements for new fare vendors and open payments, and recently supported the requirements process for an account-based back office system. Ms. Stehney contributed to the development of the Fare System Vision and Strategy for a 15-year plan for the DC region. She previously provided procurement, technical and project management support to WMATA and 9 local transit agencies for smartcard implementation, mobile app development, wallet-based payments, regional customer service, fare policy, revenue sharing, operations, training. ***Metropolitan Atlanta Rapid Transit Authority (Atlanta, GA) –*** Ms. Stehney is leading the design and implementation phase for replacement of MARTA's fare payment system including account-based back office, fareboxes, fare vendors, gates, mobile app. She supported the development of the technical specification and evaluation of proposals. ***Metropolitan Transportation Commission (Oakland, CA) –*** Ms. Stehney is providing technical guidance for system design, testing, transition, and customer service, for the next generation Clipper system. She is conducting testing for the mobile app and customer website, and previously the definition of technical requirements. ***Houston Metro (Houston, TX)*** – Ms. Stehney evaluated technical proposals for a new fare payment system for Houston Metro and is supporting the design process for the system. ***Maryland Transit Administration (Baltimore, MD)*** – Ms. Stehney provided operational guidance and transition assistance as MTA prepared to migrate to NextFare 7, and oversaw requirements definition and testing for a new CharmCard customer website for card management. She supported launch of MTA's CharmCard, and reviewed MTA revenue collection processes and security to recommend improvements.	f. Experience and qualifications relevant to this project: ***Maryland Transportation Administration MTA (Baltimore) –*** Ms. Aurich is managing the design, testing and implementation of a new Point of Sale system for MTA's Transit Store. ***Washington Metropolitan Area Transit Authority (DC)*** – Ms. Aurich supported Fare Collection System testing and managed the Compact Point of Sale (CPOS) retail network, including interfacing with multiple internal departments, vendor engineering team, merchants, regional partners. Ms. Aurich managed device upgrades, web enhancement projects, integration testing, staff and patron training and implementing fare product initiatives with the DC government. She managed projects that required hands-on experience, in-depth and broad knowledge of WMATA's AFC system. **Bytemark, Inc (***New York, NY)* 7/21 – 2/23 *Project Manager* – Ms Aurich managed projects for ten different clients, onboarded four new clients to Bytemark's mobile app. She took ownership of learning product setup and configuration as subject matter expert. **Vix Technology (***Seattle, WA)* 10/20 – 7/21, *Solutions Manager* - Ms. Aurich composed bid responses for Vix's technical solution for new account-based and mobile ticketing fare collection systems, EMV payments, and phasing out legacy equipment, designing transition plans for deploying new technology, interfacing with Vix partners and internal product owners to determine requirement compliance and rendering system architecture diagrams for proposed solutions. **Cubic Transportation Systems (***Tullahoma, TN)* 2/03 – 8/10, *Software Engineer / System Administrator – Customer Service* Ms. Aurich configured and managed a software test lab; developed garage computer software that interfaced with the bus farebox; managed garage computer software / hardware upgrades; created / executed testing (SAT, SIT, FAT); managed software integration projects; assessed and improved Cubic's software release process.

a. Name and title: Sanjay Hinduja, Senior Project Engineer	a. Name and title: Arlan Stehney, Senior Fare Collection Engineer
b. Position or assignment for this project: Subject Matter Expert	b. Position or assignment for this project: Subject Matter Expert
c. Years of professional experience with this firm: 1.5 With other firms: 21	c. Years of professional experience with this firm: 21 With other firms: 11
d. Education: Bachelor of Technology in Manufacturing Engineering - 1986	d. Education: Master of Science in Engineering Management – 1990 Bachelor of Science in Industrial Engineering - 1982
e. Active registration or applicable certifications: None	e. Active registration or applicable certifications: None
f. Experience and qualifications relevant to this project: **Port Authority Trans-Hudson** (**PATH**) ***(New York, NY/NJ)*** – Mr. Hinduja is working with PATH to replace its current fare system and sales and validator devices with a new account-based, open payment system. He is supporting the design, testing and operations procedures for Customer Relationship Management (CRM), Business to Business (B2B) Portal, Gate Validators, Configurable Vending Machines (CVM), Revenue Finance sub-systems, Reports and customer data migration. Sanjay contributed to requirements mapping, design, testing and launch of Open Payment Pilot Program (OPP). Mr. Hinduja provides input to technical design documentation, test procedures and operations manuals, and participated in lab and factory testing. ***Metropolitan Transportation Commission (Oakland, CA) –*** Mr. Hinduja is supporting the technical and operational requirements definition, system design review, transition plan development, and customer service for Next Gen Clipper. **XEROX / Conduent (***Germantown, MD)* March 2005 – April 2023, *Solutions Architect & Technical Manager* ***Southeastern Pennsylvania Transit Agency (Philadelphia, PA) and SunRail, Florida Department of Transportation (Orlando, FL) -*** As technical manager, Mr. Hinduja led back-office Customer Relationship Management (CRM) software design, delivery and integration teams for New Payment Technology based Fare Collection system. ***Los Angeles Metro, LATAP program (Los Angeles, CA)*** – Mr. Hinduja designed and implemented a CRM system for Individual, Reduced Fare and Institutional customers, integrating with Cubic NextFare system for ridership information and product purchases. He assisted with implementation of a Regional LATAP System, Financial Clearinghouse, and Customer Service Center for 13 transit agencies in the Los Angeles areas, based on ACS developed CRM and Cubic's NextFare platform. Responsibilities included technical oversight for system design, testing and integration, resolution of regional issues, development of operational procedures to facilitate system roll-out, evaluation of fare policies, reports, processes, customer service and Retail Sale network.	f. Experience and qualifications relevant to this project: ***Washington Metropolitan Area Transit Authority (DC)*** - Mr. Stehney is on the project management team for expanding SmarTrip mobile fare payments in wallet and assisted with the requirements definition for the new fare payment back-office system. He supported WMATA and the region in the procurement and development of the Pilot Phase of their New Electronic Payment Program, for an open fare collection system based on contactless credit cards and NFC technology. He has been involved with numerous aspects of the deployment of the single platform Cubic Nextfare system including GUI configuration and deployment of the Compact Point of Sale (CPOS) network, testing, and hardware implementation, as well as defining and documenting device procedures. ***Port Authority Trans-Hudson (PATH New York City-NJ) -*** Mr. Stehney is supporting system integration testing for the new account-based fare payment system. Previously he reviewed technical specification contract deliverables for new system including end-to-end review of requirements. ***Metropolitan Transit Authority of Harris County (Houston, TX) -*** Mr. Stehney is conducting a regional fare policy analysis to expand the new system and simplify fare structure. He reviewed the technical specification contract deliverables for new back-office fare collection system including design development for handheld inspection terminal. ***Massachusetts Bay Transportation Authority (Boston, MA) -*** Mr. Stehney supports the schedule management of interoperability between legacy and new fare payment systems. ***Metropolitan Atlanta Rapid Transit Authority (Atlanta, GA) -*** Mr. Stehney contributed to the current state assessment and concept of operations for a new fare payment system. ***Maryland Transit Administration (Baltimore, MD) 2009 - 2011***– Mr. Stehney played a key role in for Cubic Nextfare software testing in support of credit certification for CharmCard implementation within the Baltimore-Washington region. He supported configuration and testing of TVM, farebox, faregate, and contactless smartcard hardware and software for regional integration.

15. List work by firm's personnel members to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
Regional SmarTrip Program, Washington, DC Washington Metropolitan Area Transit Authority (WMATA)	Greg Garback 202-962-1358 ggarback@wmata.com	Modernization of fare payment system, including new fare vendors, open payments, account-based new back office system, mobile app, SmarTrip in-wallet	TTG is currently supporting the SmarTrip Mobile initiative, next generation Fare Payment System evolution, Ticket Vending Machine and Back Office requirements definition, Open Payments, system enhancements, and regional coordination activities. TTG contributed to the design and implementation of SmarTrip on the WMATA bus fleet, as well as expansion of the SmarTrip® program to nine Regional Transit Agencies, development of the SmarTrip® Regional Customer Service Center, as well as Regional Fare Policies and Procedures to enable seamless travel among all agencies in the area. Support included procurement of fare collection equipment, design and development engineering oversight, business requirement analysis, QA testing, procedure development, training, and implementation.	Start: 2001 Estimated Completion: 2028	TBD	~$2.5 mil
Next Generation Clipper San Francisco, CA Metropolitan Transportation Commission (MTC)	Erin King 206-853-5424 Erin.king@arcadies.com	Requirements definition, procurement, design, testing and implementation of the next generation Clipper system for 20+ transit systems in the Bay Area	TTG supported development of technical requirements and transition approach for the new system, advised on the strategy of defining multiple procurement packages. TTG supported procurement, evaluated proposals for the Systems Integrator, and presently is assisting with the design, testing, and training for the new account-based back-office system, fare collection equipment,	Start: 2015 Estimated completion: 2025	TBD	~$700k

			retail network, customer and institutional websites, mobile app, reporting and data warehouse. TTG contributed to the requirements definition and procurement of the new Customer Service Center, Fare Media supplier, and Merchant Acquirer services, and is supporting the design process for the Customer Service Center.			
Automated Fare Collection 2.0 Atlanta, Georgia Metropolitan Atlanta Rapid Transit Authority (MARTA)	Marcia Gervaise 404-704-5480 Marcia.gervaise@aecom.com	Current state assessment, requirements definition, procurement support, design, testing and implementation of complete replacement system for Fare Payment, including account-based back office, open payments, fareboxes, validators, faregates, ticket vending machines, website, mobile app, virtual card in wallet, institutional programs, and extensive retail network.	TTG has been a key contributor to all phases of the project, including an analysis of the current condition of MARTA's fare payment system, integrations, and business processes, followed by the development of technical requirements for the new fare payment system, and evaluation of proposals. The contract was awarded to INIT in late 2023, and design review is underway. TTG is supporting the system design phase and will be leading the transition on behalf of MARTA.	Start: 2021 Estimated completion: 2026	TBD	$350k
Maryland CharmCard Program Baltimore, MD Maryland Transit Administration (MTA)	Tim Nizer 410-454-7974	Implementation of CharmCard smartcard system, enhancements to functionality, and transition to new fare payment system	TTG worked with MTA on planning for upgrading their fare collection system to a cloud-based solution, developing and implementing a CharmCard website, and implementing a new customer service center. Over the past decade, TTG supported the installation of new smartcard and magnetic fare collection equipment for the MTA local bus, light rail and Metro subway, including policy and procedure development, design review, and installation QA oversight. TTG contributed to the planning and implementation of MTA's new CharmCard, including development of the rollout strategy, oversight of marketing material development, Website design, management of the customer pilot, customer training, and full public launch. TTG assisted with the	Start: 2008 Estimated completion: 2025	TBD	$800k

			strategic planning for expansion of CharmCard use including the location of Compact Point of Sale devices throughout the Baltimore region, elimination of magnetic pass products and development of policy for a fare differential based on BaltimoreLink service modifications. TTG is currently supporting the testing and implementation of a new point of sale system for MTA.			

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
See #15					
One Metro New York (OMNY) new fare payment system New York, NY New York City Transit	Project management support, contract administration, QA testing, business analysis, installation oversight	Subcontractor	62%	$3.2 mil	$1mil
Houston Metro New Fare Payment System Houston, TX METRO	Requirements development, procurement support, design review, requirements mapping, regional fare policy	Subcontractor	60%	$275k	$150k
Dallas Area Rapid Transit Ticket Vending Machine Replacement Dallas, TX DART	Requirements development, procurement support, design review assistance	Subcontractor	75%	$180k	$50k

17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethics conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: _____ Date: 4/19/2025

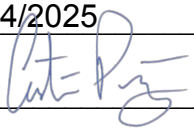
Typed Name: Marcy Stehney Title: Principal

BUY AMERICA

CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder or proposer hereby certifies that it will comply with the requirements of section 165(a) of the Surface Transportation Assistance Act of 1982, as amended, and the applicable regulations in 49 CFR part 661.

Date 4/24/2025

Signature 

Company Name Four Nines Technologies

Title Principal

RTA Project No. 2025-010

NON-COLLUSION AFFIDAVIT

STATE OF California

PARISH OF Marin County

Craig Jaffe, being first duly sworn, deposes and says that:

(1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Four Dimes Technologies the Contractor that has submitted the attached bid;

(2) Such Bid is genuine and is not a collusive or sham Bid.

(3) The attached bid is not made in the interest of or on behalf of any undisclosed person, partnership, company association, organization or corporation; that such bid is genuine and not collusive or sham; that said bidder has not, directly or indirectly, induced or solicited any other bidder to put in a false or sham bid, and has not, directly or indirectly colluded, conspired connived or agreed with any bidder or anyone else to put on a sham bid, or refrain from bidding; that said bidder has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of said bidder or any other bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other bidder, or to secure any advantage against RTA or anyone interested in the proposed contract; that all statements contained in such bid are true; that said bidder has not, directly or indirectly, submitted his bid price or any breakdown thereof or the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly, any money or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual; and further that said bidder will not pay or agree to pay directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any individual, for aid or assistance in securing contract above referred to in the event the same is awarded to said bidder.

Signed: [signature]

Title: CFO

Sworn to me and subscribed in my presence this 23rd day of April, 2025, A.D.,

[signature]

NOTARY PUBLIC

SEE ATTACHED CERTIFICATE

California Jurat Certificate

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Marin

s.s.

Subscribed and sworn to (or affirmed) before me on this 23rd day of April, 2025 (Month),

by Craig Jarke (Name of Signer (1)) and

_____ (Name of Signer (2)), proved to me on the basis of

satisfactory evidence to be the person(s) who appeared before me.

Signature of Notary Public

Jeremy Frech

For other required information (Notary Name, Commission No., etc.)

JEREMY FRECH
Notary Public - California
Marin County
Commission # 2427422
My Comm. Expires Nov 20, 2026

Seal

OPTIONAL INFORMATION

Although the information in this section is not required by law, it could prevent fraudulent removal and reattachment of this jurat to an unauthorized document and may prove useful to persons relying on the attached document.

Description of Attached Document

The certificate is attached to a document titled/for the purpose of

Non-Collusion Affidavit

containing _____ pages, and dated _____

Additional Information

Method of Affiant Identification

Proved to me on the basis of satisfactory evidence:
○ form(s) of identification ○ credible witness(es)

Notarial event is detailed in notary journal on:

Page # _____ Entry # _____

Notary contact: _____

Other

☐ Affiant(s) Thumbprint(s) ☐ Describe: _____

CERTIFICATION ON PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (Potential Contractor for a major third party contract), certifies to the best of its knowledge and belief, that it and its principles:

1. **Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;**

2. **Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;**

3. **Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and**

4. **Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.**

(If the primary participant is unable to certify to any of the statements I this certification, the participants shall attach an explanation to this certification.)

THE PRIMARY PARTICIPANT, (POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT, CERTIFIES OR AFFIRMS THAT TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTION 3801 ET SEQ ARE APPLICABLE HERETO.

COMPANY Four Nines Technologies

ADDRESS 101 Madera del Presidio Drive, Corte Madera CA 94925

DATE 4/24/2025

Signature of Offeror's Authorized Representative

CERTIFICATION REGARDING DEBARMENT SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION - LOWER TIER COVERED TRANSACTION

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY The Transport Group, LLC

ADDRESS 43588 Wild Ginger Terr, Leesburg, VA 20176

DATE 4/19/2025

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Craig Jaffe, CFO hereby certify on
(Name and Title of Offeror Official)

behalf of Four Lines Technologies that:
(Name of Offeror)

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation renewal, amendment , or modification of any Federal contract, grant, loan or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this _____ day _____, _____.

BY Craig Jaffe

Witnesses:
(Signature of Authorized Official)

CFO
(Title of Authorized Official)

Sworn to and subscribed before me on this 23rd day of April, 2025.

Notary Public In and For [illegible] Parish/County

State of _____

SEE ATTACHED CERTIFICATE

California Jurat Certificate

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Marin

S.S.

Subscribed and sworn to (or affirmed) before me on this 23rd day of April (Month),

20 25, by Craig Tuttle (Name of Signer (1)) and

_____ (Name of Signer (2)), proved to me on the basis of

satisfactory evidence to be the person(s) who appeared before me.

_____
Signature of Notary Public

Jeremy Frech
For other required information (Notary Name, Commission No. etc.)

JEREMY FRECH
Notary Public - California
Marin County
Commission # 2427422
My Comm. Expires Nov 20, 2026

Seal

OPTIONAL INFORMATION

Although the information in this section is not required by law, it could prevent fraudulent removal and reattachment of this jurat to an unauthorized document and may prove useful to persons relying on the attached document.

Description of Attached Document

The certificate is attached to a document titled/for the purpose of

Certification of Registration on Lobbying

containing _____ pages, and dated _____

Additional Information

Method of Affiant Identification

Proved to me on the basis of satisfactory evidence:
○ form(s) of identification ○ credible witness(es)

Notarial event is detailed in notary journal on:

Page # _____ Entry # _____

Notary contact: _____

Other

☐ Affiant(s) Thumbprint(s) ☐ Describe: _____

PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name Four Nines Technologies

Firm Address 101 Madera del Presidio Drive, Corte Madera CA 94925

Telephone Number 510-549-2799

Fax Number n/a

E-Mail Address curtis@fourninestech.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE Non-DBE

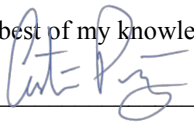
Age of the firm 13 years

Annual gross receipts of the firm $1.8m

Prime or Sub-Contractor Prime

NAICS code (s) 541614, 541611, 541612, 541512, 541613, 541618

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Principal

Date April 24, 2025

RTA Project No. 2025-010

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name The Transport Group, LLC

Firm Address 43588 Wild Ginger Terrace, Leesburg VA 20176

Telephone Number 724-263-9644

Fax Number NA

E-Mail Address marcy.stehney@thetransportgroup.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE DBE Certified - LAUCP

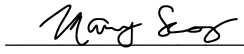
Age of the firm 24 years

Annual gross receipts of the firm $1.5 million

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541611, 541614, 541690, 541990

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Principal

Date 4/19/2025

RTA Project No. RFP #: RFP 2025-010
RFP Title: Fare Collections System Upgrade Consultant

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

RTA Regional Transit Authority

DBE FORM 1 - CONTRACT PARTICIPATION AND DISADVANTAGED BUSINESS ENTERPRISE (DBE) COMMITMENT (CONTINUED)

Project Title: Fare Collections System Upgrade Consultant Project No.: 2025-010

Project Type (Specify DBE or SLDBE) DBE DBE Contract Goal 22.3 %

A. FIRM ROLE (Prime, sub-tier 2, sub-tier 3 manufacturer, supplier, etc.)	B. FIRM NAME AND ADDRESS	C. PRINCIPAL CONTACT NAME AND PHONE NUMBER	D. WORK TO BE SUBCONTRACTED/ GOODS/SERVICES TO BE PURCHASED	E. % VALUE OF WORK/ PURCHASES	F. DBE, SLDBE, OR non-DBE
Prime	Four Nines Technologies 101 Madera del Presidio Drive Corte Madera, CA 94925	Curtis Pierce 510-541-2799	n/a	77.7 %	Non-DBE
Sub Tier 2	The Transport Group 43588 Wild Ginger Terrace Leesburg, VA 20176	Marcy Stehney 724-263-9644	Fare Collection Consulting Subject Matter Expertise	22.3 %	DBE
				%	
				%	
				%	
				%	
				%	
				%	

TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES:

TOTAL VALUE OF PARTICIPATION:

	%	%
Enter Total Bid Amount	Total Must Equal 100%	Total DBE Participation
$ 354,500	100 %	22.3 %

**Supplier/Manufacturer/Purchase/Dealer work is counted at 60% participation toward DBE goal.*

**Total DBE participation is less that the goal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBE-certified with an authorized agent of the LAUCP to count participation towards the goal.*

The undersigned prime firm will enter into a formal written agreement with the subcontractors I consultants/vendors identified herein for work and/or goods and services as shown in this schedule, conditioned upon the execution of a contract with the RTA. The undersigned agrees to be contractually bound to maintain the level of DBE participation set forth above. Failure to comply with this agreement constitutes breach of contract.

Signature: _____ Date: 4/25/2025

Printed Name: Curtis Pierce Title: Principal

RTA Regional Transit Authority

DBE FORM 2 - DBE PARTICIPATION QUESTIONNAIRE

INSTRUCTIONS: Unless otherwise instructed by the Bidding Documents, this form must be submitted at time of Submission. This information is to be collected and documented for all federally-funded projects as required by the Department of Transportation 49 CFR Part 26. All items requested on the form are required. If an item is not applicable, respondents shall enter *NIA*. Each prime firm participating as a joint venture should complete a separate form and indicate (Item 9) that the response is a joint venture.

1. Project name, project number and date of submittal:	2. Official name of firm:	3. Address of office to perform work:
RFP #: RFP 2025-010 RFP Title: Fare Collections System Upgrade Consultant Submission Date: April 24, 2025	The Transport Group, LLC Indicate if prime or subcontractor: Subcontractor	43588 Wild Ginger Terrace Leesburg, VA 20176
4. Name of parent company, if any:	5. Location of headquarters (city):	6. Age of firm:
NA	Leesburg, VA	24 years
7. Name, title, and telephone number of principle contact:	8. Indicate Special Status:	
Marcy Stehney Principal Ph: 724-263-9644	☐ Small Business ☐ Minority-Owned Business ☒ Woman-Owned Business ☐ SLDBE certified ☒ LAUCP certified* ☐ SBE certified* *A firm participating as a DBE or SBE must be certified by the Louisiana Unified Certification Program (LAUCP) by the date of submittal. Current letter of certification shall be attached.	
9. Is this submittal a joint venture (JV)? ☐ Yes ☒ No If yes, have the firms worked together before? ☐ Yes ☐ No	10. Summary of firm's annual revenues (insert index number): Last Year 3 2 Years Ago 3 3 Years Ago 2	Ranges of annual revenues received: **1. less than $500,000** **2. $500,000 - $1,000,000** **3. $1,00,000 - $2,000,000** **4. $2,000,000 - $4,000,000** **5. $5,000,000 - $6,000,000** **6. $6,000,000 or greater**

☒ I have reviewed the attached DBE Form I Schedule of Contract Participation and DBE Commitment, and confirm that the scope and price described was fairly negotiated. I further affirm that my firm is ready, willing, and able to perform the work as described and according to the requirement of the bid specifications.

☒ I do solemnly declare and affirm under the penalties of perjury that the contents of this document are true and correct, and that I am authorized on behalf of this firm to make this affidavit.

Signature: Marcy Stehney Date: 4/19/2025

Print Name: Marcy Stehney Title: Principal

RTA Regional Transit Authority

DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

RESPONDENTS TO RFPS AND RFQS: This completed form must be furnished with your proposal. You must complete every section of the form or your proposal will be deemed non-responsive. If a section is not applicable to your proposal, you must explain why it is not applicable or your proposal will be deemed non-responsive. You must submit your response on the DBE Responsiveness Form 4 or your proposal will be deemed non-responsive. You may use additional pages as warranted.

RFP/RFQ/Solicitation #: 2025-010 Date: 4 / 23 / 2025

Description: Fare Collections System Upgrade Consultant

Name of Respondent: Four Nines Technologies

Please check the appropriate space:

☒ The proposer is committed to the contract goal of 22.3 % DBE utilization on this contract. (If selected, you must complete and submit DBE Compliance Form 1 and 2 in order to be awarded a contract.)

☐ The proposer is unable to meet the DBE contract goal, however is committed to a minimum of _____% DBE utilization on this contract and will submit documentation demonstrating good faith efforts. (If selected, you must complete and submit DBE Compliance Forms 1 and 3 and DBE Compliance Form-2 if applicable along with all required supporting documentation in order to be awarded a contract.)

SECTION I - DBE COMMITTEMENT TO CONTRACT GOAL: You must list all DBE firms that you have identified to participate on the contract. PLEASE NOTE: Every DBE firm listed MUST be utilized on the project. To remove and/or replace a DBE firm you must submit a request for removal and substitution and you must receive approval from the DBELO to remove and/or replace the firm.

DBE FIRM & NAME of DBE	PHONE	SOURCE OF CERTIFICATION (SLDBE or LAUCP)	SCOPE OF WORK TO BE PERFORMED BY THE DBE	VALUE of PROPOSED CONTRACT with DBE (If Known)	ESTIMATED % OF TOTAL CONTRACT
1. The Transport Group	724-263-9644	LAUCP	Fare collection consulting subject matter expertise	$ est. 79,100	22.3 %
2.				$	%
3.				$	%
4.				$	%
5.				$	%
6.				$	%
7.				$	%
8.				$	%
TOTALS				$ 79,100	22.3 %

RTA Regional Transit Authority

DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

SECTION II - DBE AFFIRMATIONS: For the DBE firms listed above, please provide the name and signature of the firm's authorized representative.

NAME OF DBE FIRM	PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	DATE
The Transport Group, LLC	Marcy Stehney	Marcy Stehney	4/19/2025

SECTION III - SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR: If you have not identified DBE firms for attainment of the DBE goal and have not listed a commitment to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must list all selected scopes or portions of work that you identified to be performed by DBE(s) and the estimated percentage value of each scope of work identified in order to increase the likelihood of meeting the contract goal for this project.

	SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION	ESTIMATED % OF CONTRACT VALUE
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
TOTAL		

RTA Regional Transit Authority

DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

SECTION IV - PAST PERFORMANCE: You must provide details of you firm's past performance in compliance with DBE goals.

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	DBE OFFICE VERIFICATION
Denver RTD	Systemwide Fare Study & Equity Analysis	2024	28%	
WMATA	Fare Payment System Back Office Consultant Support	2024	30%	
Denver RTD	Zero Fare Study	2023	37%	

SECTION V - OTHER: If you have not identified DBE firms for attainment of the DBE goals and have not listed commitments to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must provide narrative details of any other efforts your firm will conduct to attain the DBE goal.

RTA
Regional Transit Authority

April 22, 2025

THE TRANSPORT GROUP, LLC
Attn: Marcy Stehney
43588 Wild Ginger Terrace
Leesburg, VA 20176

Dear Marcy Stehney:

The Regional Transit Authority's (RTA) Disadvantaged Business Enterprise office has received your firm's Declaration of Eligibility. Based on the information, which you provided, it has been confirmed that your firm continues to meet the eligibility requirements of our program and remains certified for **only** the following **specific** work categories **that fall under the listed NAICS and/or DOTD Work codes**:

541611 Administrative Management and General Management Consulting Services
541614 Process, Physical Distribution, and Logistics Consulting Services
541690 Other Scientific and Technical Consulting Services
541990 All Other Professional, Scientific, and Technical Services
C10 Management

Please note that per the federal regulations, suppliers only receive 60% goal credit towards the materials they provide. Also, note that any contractor performing work worth more than $50,000 except for electrical, mechanical and plumbing requires A Louisiana Contractor's License, which is required to have a license if work is more than $10,000. You may contact the State Licensing Board for Contractors at (225) 765-2301 for more information. All participants of the Louisiana Unified Certification Program will recognize your firm's certification. This includes all entities receiving federal transportation funding within the boundaries of our state.

You will be required to submit a Declaration of Eligibility with your firm's gross receipts stating your firm continues to meet the eligibility requirements of the program. An email informing you to submit the necessary documentation will be forwarded to you approximately six (6) weeks prior to your anniversary date, **January 24, 2026.** *However, should you not receive notification from this office regarding your Declaration of Eligibility, it is your responsibility to contact us*. Additionally, you must notify our office immediately regarding any changes, which affect the social and economic disadvantage, size, ownership, or control of your firm.

We reserve the right to withdraw this certification, if at any time, it is determined that the **DBE** certification was knowingly obtained by the submission of false, misleading, or incorrect data. The Department reserves the right to request additional information and/or conduct an on-site visit at any time during your certification period.

RTA
Regional Transit Authority

We are pleased to have you as a participant in the LAUCP and wish you much success.

If you have any questions regarding the content of this letter, contact the RTA DBE Office at (504) 827-8362.

Kind regards,

Keziah L. Cawthorne
DBE Program Administrator II

Enclosure (Certificate)

LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise Program

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations & Under the State of Louisiana United Certification Program (LAUCP)

THE TRANSPORT GROUP, LLC

Is a Certified Disadvantaged Business Enterprise (DBE) in the following specialties:

541611, 541614, 541690, 541990

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: January 24, 2025- January 24, 2026

This certificate is valid through the above date provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.

Keziah L. Cawthorne, DBE Program Administrator II

Regional Transit Authority

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-069 **Finance Committee**

CY 2024 Louisiana Compliance Questionnaire

DESCRIPTION: The purpose of this resolution is to obtain Board approval for the completion and submittal of the Louisiana Compliance Questionnaire in conjunction with the RTA's calendar year 2024 financial audit.	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to complete and submit the 2024 Louisiana Compliance Questionnaire.

ISSUE/BACKGROUND:

The Louisiana Compliance Questionnaire is a required part of a financial audit of Louisiana state and local government and quasi-public agencies.

DISCUSSION:

The State Legislative Auditor requires that the Louisiana Compliance Questionnaire be presented to and adopted by the governing body of the New Orleans Regional Transit Authority by means of a formal resolution in an open meeting.

FINANCIAL IMPACT:

There are no costs associated with completing the CY2024 Louisiana Compliance Questionnaire. Annual audits can significantly reduce costs related to unnecessary expenses and help track and solve internal issues. Additionally, the fundamental purpose of the audit is to provide independent assurance that management has, in its financial statements, presented a "true and fair" view of RTA's financial performance.

NEXT STEPS:

Staff will be authorized to submit the Questionnaire as required by the State Legislative Auditor.

ATTACHMENTS:

1. Resolution Adopting CY2024
2. LA Compliance Questionnaire

Prepared By: Jessica M. Lang
Title: Business Analyst

Reviewed By: Gizelle Johnson-Banks
Title: Chief Finance Officer

6/5/2025

Lona Edwards Hankins
Chief Executive Officer

Date

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6307

RESOLUTION NO. _____

STATE OF LOUISIANA
PARISH OF ORLEANS

LOUISIANA COMPLIANCE QUESTIONNAIRE IN ASSOCIATION WITH CALENDAR YEAR 2024 FINANCIAL AUDIT

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the Board of Commissioners of the Regional Transit Authority (hereinafter "Board") considered the matter of adoption of the Louisiana Compliance Questionnaire as completed by Regional Transit Authority (hereinafter RTA); and

WHEREAS, the Legislative Auditor requires that this questionnaire be completed as part of the financial and compliance audits of Louisiana governmental units and quasi-public entities, the completed questionnaire must be presented to and adopted by the governing body; and

WHEREAS, the completed questionnaire and the copy of the adoption instrument must be given to auditors when performing audits of RTA records and activities; and

WHEREAS, the Board of Commissioners has reviewed this questionnaire and agrees with the statements contained therein; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority that the completed questionnaire as attached hereto is adopted.

THE FOREGOING WAS READ IN FULL; THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE ___DAY OF _____, 2025.

_____

FRED NEAL, JR.
CHAIRMAN
RTA BOARD OF COMMISSIONERS

LOUISIANA COMPLIANCE QUESTIONNAIRE
(For Audit Engagements of Governments)

Dear Chief Executive Officer:

Attached is the Louisiana Compliance Questionnaire that is to be completed by you or your staff. This questionnaire is a required part of a financial audit of Louisiana state and local government agencies. The completed and signed questionnaire must be presented to and adopted by the governing body, if any, of your organization by means of a formal resolution in an open meeting. Independently elected officials should sign the document, in lieu of such a resolution.

The completed and signed questionnaire and a copy of the adoption instrument, if appropriate, **must be given to the auditor at the beginning of the audit.** The auditor will, during the course of his/her regular audit, test the accuracy of the responses in the questionnaire. It is not necessary to return the questionnaire to the Legislative Auditor's office.

Certain portions of the questionnaire may not be applicable to your organization. In such cases, it is appropriate to mark the representation "not applicable." However, you must respond to each applicable representation. A 'yes' answer indicates that you have complied with the applicable law or regulation. A 'no' answer to any representation indicates a possible violation of law or regulation and, as such, should be fully explained. These matters will be reviewed by the auditor during the course of his/her audit. Please feel free to attach a further explanation of any representation.

Your cooperation in this matter will be greatly appreciated.

Sincerely,

Michael J Waguespack, CPA
Louisiana Legislative Auditor

Enclosure

LOUISIANA COMPLIANCE QUESTIONNAIRE
(For Audit Engagements of Government Agencies)

_____ (Date Transmitted)

Carr, Riggs & Ingram, L.L.C.
3850 North Causeway Blvd.
Suite 1400
Two Lakeway Center
Metairie, LA 70002

In connection with your audit of our financial statements as of December 31, 2024, and for January 1, 2024 to December 31, 2024 (period of audit) for the purpose of expressing an opinion as to the fair presentation of our financial statements in accordance with accounting principles generally accepted in the United States of America, to assess our internal control structure as a part of your audit, and to review our compliance with applicable laws and regulations, we confirm, to the best of our knowledge and belief, the following representations. These representations are based on the information available to us as of May 27, 2025 (date completed/date of the representations).

PART I. AGENCY PROFILE

1. Name and address of the organization.

Regional Transit Authority

2817 Canal Street

New Orleans, LA 70119

2. List the population of the municipality or parish based upon the last official United States Census or most recent official census (municipalities and police juries only). Include the source of the information.

NOT APPLICABLE

3. List names, addresses, and telephone numbers of entity officials. Include elected/appointed members of the governing board, chief executive and fiscal officer, and legal counsel.

Commissioner Fred Neal, Jr.	2817 Canal Street	New Orleans, LA 70119
Commissioner Arthur Walton	2817 Canal Street	New Orleans, LA 70119
Commissioner Louis Colin, Sr.	2817 Canal Street	New Orleans, LA 70119
Commissioner Flozell Daniels, Jr.	2817 Canal Street	New Orleans, LA 70119
Commissioner Mitchell Guidry	2817 Canal Street	New Orleans, LA 70119
Commissioner Mariah Moore	2817 Canal Street	New Orleans, LA 70119
Commissioner Timolynn Sams	2817 Canal Street	New Orleans, LA 70119
Lona Edwards Hankins, CEO	2817 Canal Street	New Orleans, LA 70119
Gizelle Johnson – Banks, CFO	2817 Canal Street	New Orleans, LA 70119
Tracy Tyler, CLO	2817 Canal Street	New Orleans, LA 70119

4. Period of time covered by this questionnaire.

January 1, 2024 – December 31, 2024

5. The entity has been organized under the following provisions of the Louisiana Revised Statute(s) (R.S.) and, if applicable, local resolutions/ordinances.

Regional Transit Authority Act of 1979. Added by Acts 1979, No. 439 effective August 1, 1979 revised Statute 48:1651.

Additionally, since October 1985, the RTA provides bus services in the City of Kenner. Lastly, since February 2014, RTA has operated Ferry Services in Orleans and St. Bernard Parishes.

6. Briefly describe the public services provided.

Since July 1, 1983, the Regional Transit Authority (RTA) provides bus, streetcar and paratransit services in the City of New Orleans. Additionally, since October 1985, the RTA provides bus services in the City of Kenner. Lastly, since February 2014, operated ferry services in Orleans and St. Bernard Parishes.

7. Expiration date of current elected/appointed officials' terms.

In 1989, the State Legislature amended the RTA enabling legislation to provide that all members appointed to the Board shall serve at the pleasure of the appointing Authority (R.S. 48:1655C).

LEGAL COMPLIANCE

PART II. PUBLIC BID LAW

8. The provisions of the public bid law, R.S. Title 38:2211-2296, and, where applicable, the regulations of the Division of Administration, State Purchasing Office have been complied with.
   A) All public works purchases exceeding $250,000 have been publicly bid.
   B) All material and supply purchases exceeding $60,000 have been publicly bid.

Yes [X] No [ ] N/A [ ]

PART III. CODE OF ETHICS LAW FOR PUBLIC OFFICIALS AND PUBLIC EMPLOYEES

9. It is true that no employees or officials have accepted anything of value, whether in the form of a service, loan, or promise, from anyone that would constitute a violation of R.S. 42:1101-1124.

Yes [X] No [ ] N/A [ ]

10. It is true that no member of the immediate family of any member of the governing authority, or the chief executive of the governmental entity, has been employed by the governmental entity after April 1, 1980, under circumstances that would constitute a violation of R.S. 42:1119.

Yes [X] No [ ] N/A [ ]

PART IV. LAWS AFFECTING BUDGETING

11. We have complied with the budgeting requirements of the Local Government Budget Act (R.S. 39:1301-15) R.S. 39:33, or R.S. 39:1331-1342, as applicable:

A. Local Budget Act

1. We have adopted a budget for the general fund and all special revenue funds (R.S. 39:1305).
2. The chief executive officer, or equivalent, has prepared a proposed budget that included a budget message, a proposed budget for the general fund and each special revenue fund, and a budget adoption instrument that defined the authority of the chief executive and administrative officers to make budgetary amendments within various budget classifications without approval by the governing authority, as well as those powers reserved solely to the governing authority. Furthermore, the proposed expenditures did not exceed estimated funds to be available during the period (R.S. 39:1305).
3. The proposed budget was submitted to the governing authority and made available for public inspection at least 15 days prior to the beginning of the budget year (R.S. 39:1306).
4. To the extent that proposed expenditures were greater than $500,000, we have made the budget available for public inspection and have advertised its availability in our official journal. The advertisement included the date, time, and place of the public hearing on the budget. Notice has also been published certifying that all actions required by the Local Government Budget Act have been completed (R.S. 39:1307).
5. If required, the proposed budget was made available for public inspection at the location required by R.S. 39:1308.
6. All action necessary to adopt and finalize the budget was completed prior to the date required by state law. The adopted budget contained the same information as that required for the proposed budget (R.S. 39:1309).
7. After adoption, a certified copy of the budget has been retained by the chief executive officer or equivalent officer (R.S. 39:1309).
8. To the extent that proposed expenditures were greater than $500,000, the chief executive officer or equivalent notified the governing authority in writing during the year when actual receipts plus projected revenue collections for the year failed to meet budgeted revenues by five percent or more, or when actual expenditures plus projected expenditures to year end exceeded budgeted expenditures by five percent or more (R.S. 39:1311).
9. The governing authority has amended its budget when notified, as provided by R.S. 39:1311. (Note, general and special revenue fund budgets should be amended, regardless of the amount of expenditures in the fund, when actual receipts plus projected revenue collections for the year fail to meet budgeted revenues by five percent or more; or when actual expenditures plus projected expenditures to year end exceed budgeted expenditures by five percent or more. State law exempts from the amendment requirements special revenue funds with anticipated expenditures of $500,000 or less, and exempts special revenue funds whose revenues are expenditure-driven - primarily federal funds-from the requirement to amend revenues.)

Yes [X] No [ ] N/A [ ]

B. State Budget Requirements

1. The state agency has complied with the budgetary requirements of R.S. 39:33.

Yes [X] No [ ] N/A [ ]

C. Licensing Boards

1. The licensing board has complied with the budgetary requirements of R.S. 39:1331-1342.

Yes [ ] No [ ] N/A [X]

PART V. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING LAWS

12. We have maintained our accounting records in such a manner as to provide evidence of legal compliance and the preparation of annual financial statements to comply with R.S. 24:513 and 515, and/or 33:463.

Yes [X] No [ ] N/A [ ]

13. All non-exempt governmental records are available as a public record and have been retained for at least three years, as required by R.S. 44:1, 44:7, 44:31, and 44:36.

Yes [X] No [ ] N/A [ ]

14. We have filed our annual financial statements in accordance with R.S. 24:514, and 33:463 where applicable. Yes [X] No [ ] N/A [ ]

15. We have had our financial statements audited in a timely manner in accordance with R.S. 24:513.

Yes [X] No [ ] N/A [ ]

16. We did not enter into any contracts that utilized state funds as defined in R.S. 39:72.1 A. (2); and that were subject to the public bid law (R.S. 38:2211, et seq.), while the agency was not in compliance with R.S. 24:513 (the audit law).

Yes [X] No [ ] N/A [ ]

17. We have complied with R.S. 24:513 A. (3) regarding disclosure of compensation, reimbursements, benefits and other payments to the agency head, political subdivision head, or chief executive officer.

Yes [X] No [ ] N/A [ ]

18. We have remitted all fees, fines, and court costs collected on behalf of other entities, in compliance with applicable Louisiana Revised Statutes or other laws.

Yes [ ] No [ ] N/A [X]

19. We have complied with R.S. 24:515.2 regarding reporting of pre- and post- adjudication court costs, fines and fees assessed or imposed; the amounts collected; the amounts outstanding; the amounts retained; the amounts disbursed, and the amounts received from disbursements.

Yes [ ] No [ ] N/A [X]

PART VI. MEETINGS

20. We have complied with the provisions of the Open Meetings Law, provided in R. S. 42:11 through 42:28.

Yes [X] No [ ] N/A [ ]

PART VII. ASSET MANAGEMENT LAWS

21. We have maintained records of our fixed assets and movable property records, as required by R.S. 24:515 and/or 39:321-332, as applicable.

Yes [X] No [ ] N/A [ ]

PART VIII. FISCAL AGENCY AND CASH MANAGEMENT LAWS

22. We have complied with the fiscal agency and cash management requirements of R.S. 39:1211-45 and 49:301-327, as applicable.

Yes [X] No [ ] N/A [ ]

PART IX. DEBT RESTRICTION LAWS

23. It is true we have not incurred any long-term indebtedness without the approval of the State Bond Commission, as provided by Article VII, Section 8 of the 1974 Louisiana Constitution, Article VI, Section 33 of the 1974 Louisiana Constitution, and R.S. 39:1410.60-1410.65.

Yes [X] No [ ] N/A [ ]

24. We have complied with the debt limitation requirements of state law (R.S. 39:562).

Yes [X] No [ ] N/A [ ]

25. We have complied with the reporting requirements relating to the Fiscal Review Committee of the State Bond Commission (R.S. 39:1410.62).

Yes [X] No [ ] N/A [ ]

PART X. REVENUE AND EXPENDITURE RESTRICTION LAWS

26. We have restricted the collections and expenditures of revenues to those amounts authorized by Louisiana statutes, tax propositions, and budget ordinances.

Yes [X] No [ ] N/A [ ]

27. It is true we have not advanced wages or salaries to employees or paid bonuses in violation of Article VII, Section 14 of the 1974 Louisiana Constitution, R.S. 14:138, and AG opinion 79-729.

Yes [X] No [ ] N/A [ ]

28. It is true that no property or things of value have been loaned, pledged, or granted to anyone in violation of Article VII, Section 14 of the 1974 Louisiana Constitution.

Yes [X] No [ ] N/A [ ]

PART XI. ISSUERS OF MUNICIPAL SECURITIES

29. It is true that we have complied with the requirements of R.S. 39:1438.C.

Yes [X] No [ ] N/A [ ]

PART XI. QUESTIONS FOR SPECIFIC GOVERNMENTAL UNITS

Parish Governments

30. We have adopted a system of road administration that provides as follows:

A. Approval of the governing authority of all expenditures, R.S. 48:755(A).
B. Development of a capital improvement program on a selective basis, R.S. 48:755.
C. Centralized purchasing of equipment and supplies, R.S. 48:755.
D. Centralized accounting, R.S. 48:755.
E. A construction program based on engineering plans and inspections, R.S. 48:755.
F. Selective maintenance program, R.S. 48:755.
G. Annual certification of compliance to the auditor, R.S. 48:758.

Yes [ ] No [ ] N/A [X]

School Boards

31. We have complied with the general statutory, constitutional, and regulatory provisions of the Louisiana Department of Education, R.S. 17:51-400.

Yes [ ] No [ ] N/A [X]

32. We have complied with the regulatory circulars issued by the Louisiana Department of Education that govern the Minimum Foundation Program.

Yes [ ] No [ ] N/A [X]

33. We have, to the best of our knowledge, accurately compiled the performance measurement data contained in the following schedules and recognize that your agreed-upon procedures will be applied to such schedules and performance measurement data:

Parish school boards are required to report, as part of their annual financial statements, measures of performance. These performance indicators are found in the supplemental schedules:

- Schedule 1, General Fund Instructional and Support Expenditures and Certain Local Revenue Sources
- Schedule 2, Class Size Characteristics

We have also, to the best of our knowledge, accurately compiled the performance measurement data contained in the following schedules, and recognize that although the schedules will not be included in the agreed-upon procedures report, the content of the schedules will be tested and reported upon by school board auditors in the school board performance measures agreed-upon procedures report:

- Education Levels of Public School Staff
- Experience of Public Principals, Assistant Principals, and Full-time Classroom Teachers
- Public School Staff Data: Average Salaries

We understand that the content of the first two schedules will be tested and reported upon together.

Yes [ ] No [ ] N/A [X]

Tax Collectors

34. We have complied with the general statutory requirements of R.S. 47.
Yes [ ] No [ ] N/A [X]

Sheriffs

35. We have complied with the state supplemental pay regulations of R.S. 40:1667.7.
Yes [ ] No [ ] N/A [X]

36. We have complied with R.S. 13:5535 relating to the feeding and keeping of prisoners.
Yes [ ] No [ ] N/A [X]

District Attorneys

37. We have complied with the regulations of the DCFS that relate to the Title IV-D Program.
Yes [ ] No [ ] N/A [X]

Assessors

38. We have complied with the regulatory requirements found in R.S. Title 47.
Yes [ ] No [ ] N/A [X]

39. We have complied with the regulations of the Louisiana Tax Commission relating to the reassessment of property.
Yes [ ] No [ ] N/A [X]

Clerks of Court

40. We have complied with R.S. 13:751-917 and applicable sections of R.S. 11:1501-1562.
Yes [ ] No [ ] N/A [X]

Libraries

41. We have complied with the regulations of the Louisiana State Library.
Yes [ ] No [ ] N/A [X]

Municipalities

42. Minutes are taken at all meetings of the governing authority (R.S. 42:20).
Yes [ ] No [ ] N/A [X]

43. Minutes, ordinances, resolutions, budgets, and other official proceedings of the municipalities are published in the official journal (R.S. 43:141-146 and A.G. 86-528).
Yes [ ] No [ ] N/A [X]

44. All official action taken by the municipality is conducted at public meetings (R.S. 42:11 to 42:28).
Yes [ ] No [ ] N/A [X]

Airports

45. We have submitted our applications for funding airport construction or development to the Department of Transportation and Development as required by R.S. 2:802.
Yes [ ] No [ ] N/A [X]

46. We have adopted a system of administration that provides for approval by the department for any expenditures of funds appropriated from the Transportation Trust Fund, and no funds have been expended without department approval (R.S. 2:810).
Yes [ ] No [ ] N/A [X]

47. All project funds have been expended on the project and for no other purpose (R.S. 2:810).
Yes [ ] No [ ] N/A [X]

48. We have certified to the auditor, on an annual basis, that we have expended project funds in accordance with the standards established by law (R.S. 2:811).
Yes [ ] No [ ] N/A [X]

Ports

49. We have submitted our applications for funding port construction or development to the Department of Transportation and Development as required by R.S. 34:3452.

Yes [ ] No [ ] N/A [X]

50. We have adopted a system of administration that provides for approval by the department for any expenditures of funds made out of state and local matching funds, and no funds have been expended without department approval (R.S. 34:3460).

Yes [ ] No [ ] N/A [X]

51. All project funds have been expended on the project and for no other purpose (R.S. 34:3460).

Yes [ ] No [ ] N/A [X]

52. We have established a system of administration that provides for the development of a capital improvement program on a selective basis, centralized purchasing of equipment and supplies, centralized accounting, and the selective maintenance and construction of port facilities based upon engineering plans and inspections (R.S. 34:3460).

Yes [ ] No [ ] N/A [X]

53. We have certified to the auditor, on an annual basis, that we have expended project funds in accordance with the standards established by law (R.S. 34:3461).

Yes [ ] No [ ] N/A [X]

Sewerage Districts

54. We have complied with the statutory requirements of R.S. 33:3881-4159.10.

Yes [ ] No [ ] N/A [X]

Waterworks Districts

55. We have complied with the statutory requirements of R.S. 33:3811-3837.

Yes [ ] No [ ] N/A [X]

Utility Districts

56. We have complied with the statutory requirements of R.S. 33:4161-4546.21.

Yes [ ] No [ ] N/A [X]

Drainage and Irrigation Districts

57. We have complied with the statutory requirements of R.S. 38:1601-1707 (Drainage Districts); R.S. 38:1751-1921 (Gravity Drainage Districts); R.S. 38:1991-2048 (Levee and Drainage Districts); or R.S. 38:2101-2123 (Irrigation Districts), as appropriate.

Yes [ ] No [ ] N/A [X]

Fire Protection Districts

58. We have complied with the statutory requirements of R.S. 40:1491-1509.

Yes [ ] No [ ] N/A [X]

Other Special Districts

59. We have complied with those specific statutory requirements of state law applicable to our district.

Yes [ ] No [ ] N/A [X]

The previous responses have been made to the best of our belief and knowledge. We have disclosed to you all known noncompliance of the foregoing laws and regulations, as well as any contradictions to the foregoing representations. We have made available to you documentation relating to the foregoing laws and regulations.

We have provided you with any communications from regulatory agencies or other sources concerning any possible noncompliance with the foregoing laws and regulations, including any communications received between the end of the period under examination and the issuance of this report. We acknowledge our responsibility to disclose to you and the Legislative Auditor any known noncompliance that may occur subsequent to the issuance of your report.

Fred Neal, Jr., Chairman Regional Transit Authority	Date
Lona Edwards Hankins, Chief Executive Officer Regional Transit Authority	Date
Gizelle Johnson-Banks Regional Transit Authority	Date