

JARRETT WALKER + ASSOCIATES

Let's think about transit

On-Call Planning & Scheduling Services

New Orleans Regional Transit Authority

January 14, 2026 · RFQ #2025-040



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Cover Letter

RFQ 2025-40 On-Call Planning & Scheduling Services

January 14, 2026

To Whom It May Concern,

On behalf of **Jarrett Walker + Associates, LLC (JWA)** and our teaming partners, I am pleased to submit this proposal to the Regional Transit Authority. Our team brings RTA the best combination of local, national, and international expertise in service planning, strategic planning, and scheduling, and includes staff with deep local knowledge of RTA and New Orleans.

Our team is centered on the expertise of four firms:

- **JWA**, heading up the team, leads service planning nationally and internationally.
- **Huitt-Zollars**, a national leaders in strategic and capital planning.
- **Adaptation Strategies**, a New Orleans-based firm, provides planning, scheduling, and technology. They know New Orleans and RTA, and have recently provided training for RTA schedulers.
- **Concordia**, a New Orleans-based firm, with local and national experience engaging communities to help public agencies face their biggest challenges.

Four additional partners enhance and extend our team:

- **The Villavaso Group**, a New Orleans-based firm, handles public engagement, data collection, and analyses.
- **WBA Research**, a Maryland-based firm, expert in APC certifications, NTD reporting, origin-destination surveys, and other customer research.
- **Rockland Planning**, a Pennsylvania-based firm, helps transportation agencies forecast costs and finances.
- **Waggoner & Ball**, a New Orleans-based architecture firm with local experience, handles historic preservation, urban design, and ADA compliance.

JWA helps transit agencies have clear conversations about their choices; make confident, resilient decisions; and implement major changes. As part of our work redesigning bus networks, **JWA has tackled the most challenging service planning problems of the decade.** We've helped agencies across the US and Europe, in Houston (METRO), Dallas (DART), San Francisco (MUNI), Portland (TriMet), Miami (MDT), Atlanta (MARTA), Wales (UK), Birmingham (England), and Ireland (NTA).

JWA has supported many transit agencies through on-call contracts, including Translink (Vancouver), VTA (San Jose), GRTC (Richmond), and TARC (Louisville).

As the proposed contract manager, **I personally managed multi-million dollar on-call contracts** with a previous firm, and I have spent the past 9 years managing large teams on major service planning projects for JWA.

Our service planning lead will be **Martin Barna, who has over 15 years of experience in the public sector**, where he handled service planning and scheduling for multiple agencies. For 7 years, Martin was the Director of Planning and Scheduling for DASH in Alexandria, Virginia. He oversaw the implementation of a major network redesign (planned with JWA), participated in the WMATA bus network redesign, and contributed to planning for two BRT corridors.

Ken Mobley and **Ryan Furgerson**, my former colleagues now with Huitt-Zollars, will lead capital and strategic planning. They have worked with WMATA, SEPTA, Rio Metro, Trinity Metro, and many others.

Ed Dornheim and **Vivek Shah**, both with Adaptation Strategies, are already well-known to RTA. Ed will lead on scheduling and Vivek will lead on technology, providing the team with technical knowledge and their understanding of planning and scheduling at RTA and in New Orleans.

Bahareh Javadi of Concordia will lead our engagement and graphics team, coordinating with JWA to provide a seamless experience for RTA. She will also supplement our capital planning team. Bahareh has deep experience with complex public processes in New Orleans and Concordia and JWA share a similar approach to engaging the public in choices and co-design of future plans.

Kevin Pullis at WBA Research will lead surveying activities, like the Origin-Destination Survey, data collection for NTD reporting, APC certification, and other research.

I am particularly excited to lead this work for RTA. Growing up on the Gulf Coast I often visited New Orleans and, like many, I am drawn to its unique character. It is unlike any other city. Having led transit plans across so many different places, from Florida to Alaska to New Zealand to Ireland, we know the importance of local dynamics; we understand that transit planning in New Orleans will be unique.

The JWA team combines extensive local knowledge and national transit planning experience. Our team also helps RTA meet its diversity and small business goals—four of our eight firms are DBE-certified as of September 30, 2025, and JWA is SBE-certified by RTA.

Our approach to service planning integrates data analysis and clear communication. Data alone can't answer the hardest questions. We use data and visualization tools to help *everyone* see the problem, show what is geometrically and financially possible, and explain outcomes. **Our most important work is helping agencies and decision-makers understand their choices, have clear conversations, and make confident decisions.** We would be honored to do this work for RTA.

I am the primary contact for our team and can answer questions or provide additional information at any time. You can reach me at scudder@jarrettwalker.com or 571-281-0858.

Respectfully yours,



Scudder Wagg, President + Principal
Jarrett Walker + Associates



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Project Approach

Project Management Approach
Coordination Strategies
Technical Approach

Our Management Approach

At Jarrett Walker + Associates, we manage on-call contracts and task orders to provide our clients with flexibility and clarity. New Orleans RTA has a wide range of planning needs and will require skills in service planning, surveying, technology, capital projects, outreach, and other areas. Our team is structured to give RTA staff immediate and easy access to the right experts and resources as challenges arise.

Proposed On-Call Team Structure

As shown in our Staff Organization Chart on page 25, we have arranged our team into three focus areas:

- Service Planning + Scheduling;
- Rider Engagement + Public Outreach; and
- Capital Projects, Technology, + Strategic Planning.

Each focus area has a designated Deputy Project Manager (DPM), who will coordinate tasks while also providing subject matter expertise to the Task Managers under them. DPMs will also provide supervision for invoicing, task order

JWA staff waiting for a train near our Portland office. We're not just a team of transit experts – we're also everyday transit riders.



management, and seamless coordination with RTA staff.

In our experience, the knowledge and capabilities of each DPM and Task Manager are key to the success of task orders. **We have chosen DPMs and Task Managers who are experts in each type of work and have long track records of successful delivery.** JWA is confident in their capabilities and will readily assign tasks to them, as we have demonstrated in our past projects and on-call contracts with some of these same subcontractors.

Task Managers will manage tasks related to their areas of specialization, under the supervision of the DPMs and Contract Manager Scudder Wagg. For example, task orders related to Surveying will be managed by Kevin Pullis, with oversight from the DPM and Scudder. Task orders related to Scheduling will be managed by Ed Dornheim.

This structure ensures that each task is guided by an expert in that type of work, while the managers of the team provide coordination and supervision across many task orders. This also makes more efficient use of RTA's funds and staff time, by avoiding the unnecessary costs and time that would accrue if Scudder or the DPMs tried to micromanage every task order.

We have organized the team expecting that RTA will sometimes need on-call support for multiple, related, concurrent task orders. Our proposed structure sets us up to help RTA deliver those complex projects on time.

Task Order Proposals

When we receive a task order request from RTA, we will assemble a team and ask clarifying questions. We will select the most qualified Task Manager and supporting staff for each task order. The designated task order manager will work with Scudder to develop the approach, budget, and timeline.

For each task, we will develop a unique team to meet RTA's needs. Scudder will ensure the right personnel are assigned. We will always include people skilled in analysis, visualization, and

communication so that the work being done – even if it's destined for an internal audience – is both technically robust and easy to understand. Depending on the needs within each task order, we will draw on more local or more national expertise, or a team of both.

Scudder will deliver each task order proposal to RTA and he will be responsible for the final budget and scope. Once a task order is underway, the DPMs and Scudder will supervise the Task Managers and coordinate among them, to ensure that RTA's expectations are met.

As part of the on-call relationship, we propose regular meetings with RTA staff to discuss upcoming projects, needs and likely task orders. This allows us to organize our staff and subconsultants so they are available when you need them, and enables us to deliver high-quality and responsive assistance.

Task Order Management

For each task order, we will deliver on time and on budget. In our recent on-call contracts with GRTC, Translink, VTA, and other transit agencies, we have consistently delivered tasks on- or under-budget and on time, as our references can attest to.

Because we have **national and local experts within each focus area** on our team, we can deliver both industry best practice and a New

Some of our proposed staff on the bus leaving work for the day.



Orleans-specific approach for each task order, depending on RTA's needs. Because our Task Managers will be technical experts, they will have the confidence and dexterity to adapt the work based on RTA's feedback, changing conditions, or new information. Each task will be managed flexibly, never copied from another project.

Contract Manager Scudder Wagg will coordinate the team to use RTA staff time efficiently. He will establish meeting schedules to discuss current and upcoming tasks, keep RTA informed through established communication channels, and use tracking system to coordinate tasks with complementary needs.

Quality Control

At the beginning of the contract, we will prepare a Project Management Plan (PMP), which will include a quality management plan, checklist, and risk management practices. Every staff person who works on the project will read the PMP, and each deliverable will include a Quality Control review based on the checklist. These accountability measures will be reviewed monthly by Contract Manager and JWA President Scudder Wagg.

For each task order, the Task Manager will work with Scudder to mark any external deadlines or milestones that are important to RTA, determine how tasks will be completed, set internal deadlines, and identify Quality Control points.

In addition to this formal oversight structure, JWA already has working relationships with many of our proposed subcontractors. We have an established rapport, understand one another's unique skills, communicate frequently, and collaborate on major work products. This provides another layer of quality control, as we know what to expect and how to manage each firm's contributions for the best results.

Scudder, as Contract Manager, will oversee all management duties: structuring the team, responding to task orders, managing tasks, and controlling quality. He will communicate frequently with RTA, provide support and insights to Task Managers, and respond to any new issues or opportunities that RTA raises. He will also coordinate task schedules, manage staff capacity across parallel tasks, handle invoicing, and maintain accountability to RTA.

Our Planning Approach

Jarrett Walker + Associates is rare among planning firms in being **completely focused on public transit service planning**. We offer deep insights and a unique approach that has served our clients well over nearly 15 years of successful work.

How is our approach different?

- We think critically, from the very beginning of a project, about which choices should be answered by the community, rather than by technical experts.
- We build project timelines so that stakeholders can give input at the moments when it has a real effect on the plans.
- We make clear and compelling visual explanations, from maps to graphics to animations, that make it easy for diverse people to understand and contribute.
- We are at the cutting edge of transit data analysis, using the latest sources and methods to tell vivid stories about how and why transit is succeeding.
- Our plans and proposals are pragmatic and implementable, grounded in our experience scheduling and managing service changes.
- We integrate capital planning with operations know-how, to ensure that every investment serves today's goals as well as the long-term financial sustainability of the agency.

Explaining at Every Step

Good explanation is good planning. At every step in our work, we ask not just "Is this right?" but also "How do we make this clear to an interested, non-technical person?"

Data analysis is more than a tool for an agency to find answers. Good data analysis shows how different facts relate to each other, **and what we have the power to change**. When we report data, we use compelling visuals that engage people's curiosity about how public transit works. We help them understand the consequences of transit choices. Our goal is not just to write a report or

make a recommendation. We build understanding so that when a plan is adopted, stakeholders and elected officials can explain the plan for themselves, including what choices had to be made and what outcomes can be expected.

Distinguishing Facts from Judgments

Public transit authorities need to be clear about the kind of truth they are trying to convey, so that facts cannot be mistaken for opinions.

Some insights about public transit are *cultural*, such as what kinds of vehicles people tend to prefer riding in or whether people are willing to transfer. Some insights are *empirical*, derived from data and history; for example the way that ridership is affected by gas prices or frequency or fares.

But many of the facts about public transit are not cultural nor empirical – they are *geometric* or *mathematical*, and vastly more certain than the others. For example, transit demand is related to the density of activities in a place. A public transit stop serves a fixed area around it, and the more people going to and from that fixed area, the more potential transit riders. We have the same certainty about this fact that we have about the fact that $2+2=4$. Yet too often, the explanations of such facts can sound like opinions, or like the results of surveys with which people can disagree.

Most of the facts about what makes public transit useful are simple math or geometry. This means that technology can't "solve" them, but it also means that ordinary people can understand them if they get a good explanation. For example, the way that:

- Density shapes potential transit demand.
- Linearity or directness affects the usefulness and operating cost of a transit line.
- Waiting time becomes more important than in-vehicle travel time when peoples' transit trips get shorter.

- A service's responsiveness to individual requests trades-off against the number of vehicles and vehicle miles needed to serve the population.

Without a clear explanation, it can sound too forceful to insist on these facts. But people appreciate knowing the facts of transit, so they can focus on what can actually be changed.

When we engage the public, stakeholders, and elected officials, we work hard to convene people in the presence of the facts. We do not ask unrealistically broad questions like “What do you want?”, nor do we ask people to become experts in something they don’t know by asking “What do you think of these facts?”

Instead, we ask: “Given the facts, *what do you think your transit agency should do?*” This gives stakeholders a chance to influence the transit outcomes they care about. They see where experts don’t have the answers, because the hard choices must be made based on the values the community holds for transit.

Collaborative Service Planning

RTA will tackle some major planning tasks over the coming years that should be thought through by many experts, in collaboration, with a view of the opportunities and effects across the whole network. The 5-year service plan, the integration of BRT, microtransit planning and Regional Express planning warrant this type of approach.



Whenever possible, we develop such service plans in collaboration with transit agency staff and their partners at the city, state, or regional agencies. We lead short but intensive workshops, which we call Network Design Retreats. RTA staff and our team would work around a conference table, or a shared map on Zoom, to develop the new service plans and see what effects they have on the rest of the network.

This kind of Retreat:

- Ensures that our team has the benefit of lived experience and local knowledge.
- Ensures that RTA staff are fully engaged in developing the ideas and therefore have ownership of them.
- Explores a range of service ideas from both local staff and national experts.
- Produces better service planning ideas than any consultant could create working separately, no matter how thoroughly they analyzed the data.

We come into each Retreat having done tremendous preparation. For RTA, we will be well-versed in the work that went into New Links and the Smart Mobility Plan, using them as a jumping-off point. We will have analyzed all the recent data on transit service, ridership, costs, land use, development, reliability, and run-times. Our scheduling experts will have met with RTA operations to get briefed on current challenges, constraints, and agreements. And we’ll have interesting data ready to be used by the whole group in attendance, both on paper and in online maps (such as these examples from [Louisville](#) and [Miami](#)).

We use the term “Retreat” because it should have a sense of an event—calendars cleared, phones off, and free of interruptions. **This is important because network planning requires synthetic thinking rather than analytic.** As ideas arise and evolve, we continuously test them and their interaction effects. We facilitate these retreats to get the job done efficiently while still allowing time for flexibility and creativity.

Who should be in the room? It depends on the size and complexity of the issues on the table. In the context of a new BRT line or future Regional Express services, we would encourage

attendance by RTA planning, scheduling, safety, and operations staff to bring a range of internal perspectives and needs to the table. Depending on the plan in question, we would also encourage RTA to invite partners like the City of New Orleans’s Departments of Public Works and Economic Development, City Planning Commission representatives, the Deputy CAO of Infrastructure and Director of Capital Projects, staff from the New Orleans Regional Planning Commission, the LA Department of Transportation and Development, or JP Transit staff.

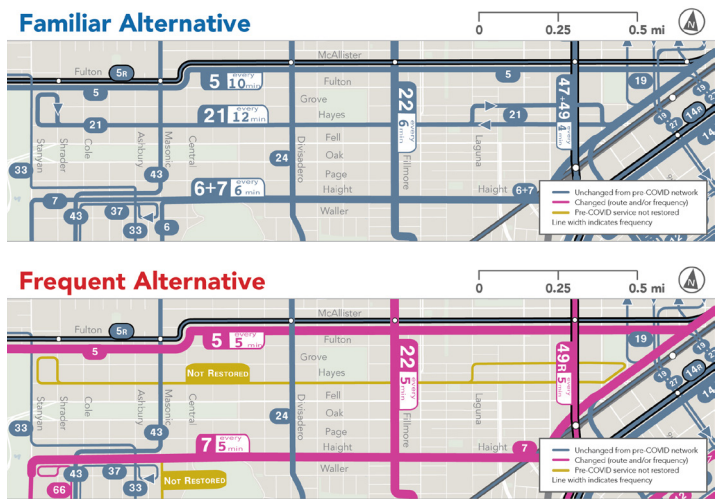
The key outcome of this process is not just a consultant’s recommendation but a shared understanding of how and why the plan is what it is. A JWA-led Design Retreat results in durable ideas that staff and the consultant are able to own and explain, and which have a better chance of political and organizational acceptance.

Conceptual Alternatives

For a 5-year plan or any other major service expansion, there is often a big value choice hiding underneath all the maps and technical details – a decision about which direction an agency should move in, given that funding is always limited. We sometimes facilitate that choice by designing **Conceptual Alternatives**. These Alternatives illustrate contrasting futures, to help the public, stakeholders, and decision-makers understand the choice for themselves.

In 2021, we used Conceptual Alternatives to facilitate public input and agency decisions in San Francisco. MUNI could only restore limited service post-Covid and had to decide where to put it and how to design it. They faced a choice between maximizing frequency and ridership or providing “service to all.”

With Conceptual Alternatives, we helped the San Francisco public understand the limits, the resulting trade-off, and the outcomes that were possible. The Alternatives (shown above to the right) were used at public open houses, in stakeholder meetings, with local elected officials, and in online surveys. Local news media reported on the trade-off that MUNI was facing, rather than just reporting uninformative “bad news” stories. The feedback MUNI received from this process, and the understanding their own decision-makers



Examples of two Conceptual Alternatives from San Francisco, CA. These contrasting networks supported a public conversation about how to restore service after Covid.

gained, helped them make the difficult choice.

Conceptual Alternatives are a transparent way for an agency to say to the public, “Here are our constraints and here are the choices, what do you think we should do?” This is different from the traditional mode of transit planning in which the agency or its consultants start the public conversation with a “Proposal” or a “Recommended Alternative.” Conceptual Alternatives make the decision and the implementation more resilient in the long run.

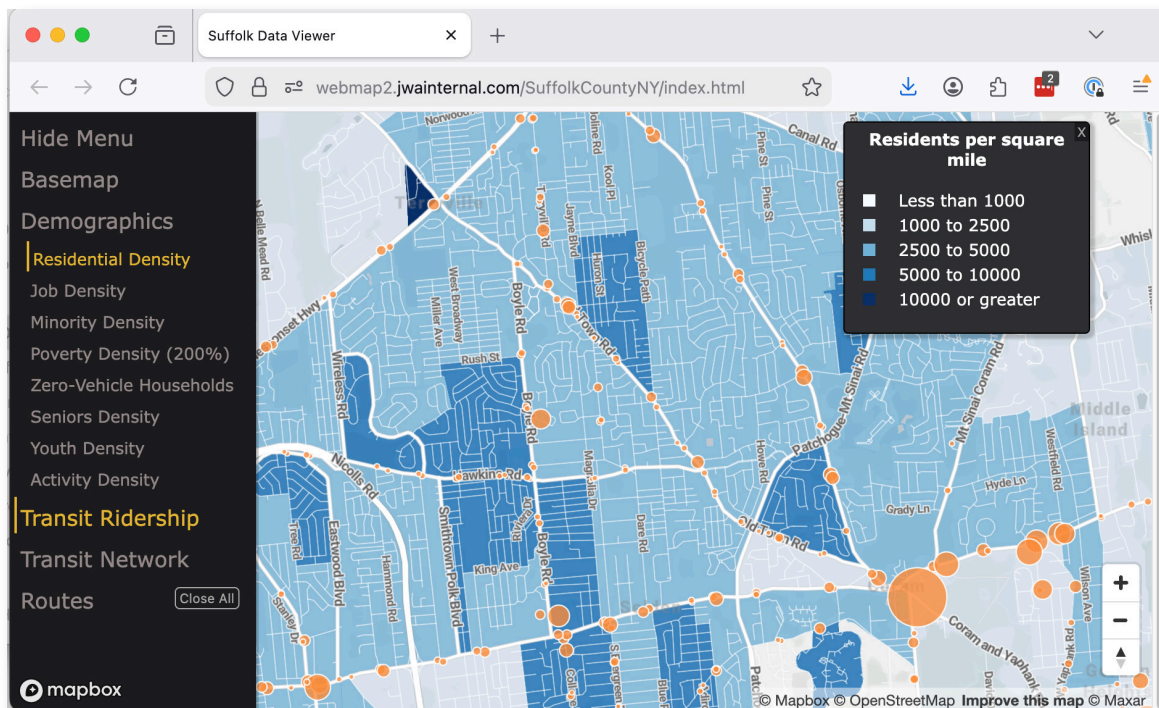
Analysis and Visualization

Analyzing Performance

Our team takes a unique approach to analyzing transit performance. Some transit plans and studies generate big documents with pages and pages of performance results, but they don’t help people understand what it all means.

When analyzing data, we are always thinking about the questions our clients need to answer, and tailoring both the analysis and the resulting graphics to help with understanding, whether it’s agency staff’s understanding, or their Board’s, or the public’s. We ground our performance analyses in existing standards, like the ones RTA adopted in the 2023 SMP, and we also help clients recognize when a standard no longer “speaks” to their goals and needs to be updated.

JWA and Adaptation Strategies staff have long



An interactive transit map we made for Suffolk County, NY. It has residential data (blue) showing and boardings at each bus stop. These maps are helpful for collaboration and reference throughout a service planning task.

histories of providing performance monitoring to agencies across the planning, scheduling, and operations domains. We approach measuring outcomes like OTP, safety, and service quality using not only data analysis but also policy insights and experience with the day-to-day management of large operations.

Interactive Web-Based References

JWA creates dashboards and interactive maps that allow our clients to query multiple types of data on one page. These provide similar data as the traditional “route profiles” in a COA report, but they are interactive. They always include routes, frequencies, boardings by stop, and demographics, as well as other local data.

Because we make these web maps in-house, we can customize them for the project and the relevant data. For [Louisville](#), where we delivered a task related to school routes, we put school locations on the map. For [Miami](#), we put flood- and FEMA-related data. We often also display Replica travel demand data on these maps.

These online maps are powerful tools for our agency clients during planning efforts and during implementation of service changes. They make it possible for so many agency staff to quickly explore their questions about existing routes.

Cost-Estimating Future Services

When developing service ideas, accurate planning costs are critical to ensuring that what is planned is affordable, schedulable, and operable.

JWA has developed a sophisticated but flexible costing model for fixed-routes, which we have used for all of our network redesigns in the last 10 years. It has proven to be robust, and its estimates have been validated by the schedulers who take over after we complete a network plan.

All models need good inputs. Therefore, our team includes the financial experts at Rockland Planning who will provide solid financial assumptions as inputs and will develop future financial scenarios. They will ensure that 5-year forecasts across the entire agency are accurate and that various scenarios are developed to help everyone understand which assumptions or choices affect agency finances.

We expect to work with multiple RTA departments on this as we develop a solid current baseline, forecast expenses from the bottom-up, and forecast revenues. We'll develop a model with assumptions about service, vehicle types, infrastructure costs, labor costs, and work rules from the relevant RTA-ATU agreement. We will stress-test the model assumptions so that we're

ready to provide financial scenarios for the full range of upcoming planning efforts.

Visualizing Access and Opportunity

We have an innovative approach to showing how planned transit networks perform. When people are shown future alternatives, they often focus on a simple concern: *Is there a bus stop near my house? Is my bus route still there?* They may then explore a more complex question, like, *Can I get from my house to my work? How long will it take?*

What is harder for most people to evaluate is **how many new places they could go, if the transit network were different**. We use isochrones to show this access. An isochrone is a shape on a map that shows how far a person could travel in any direction, in a certain amount of time.

When we produce isochrones for multiple alternatives, such as the Existing Network and a Draft Future Plan, people can quickly see how different their access to the city would be.

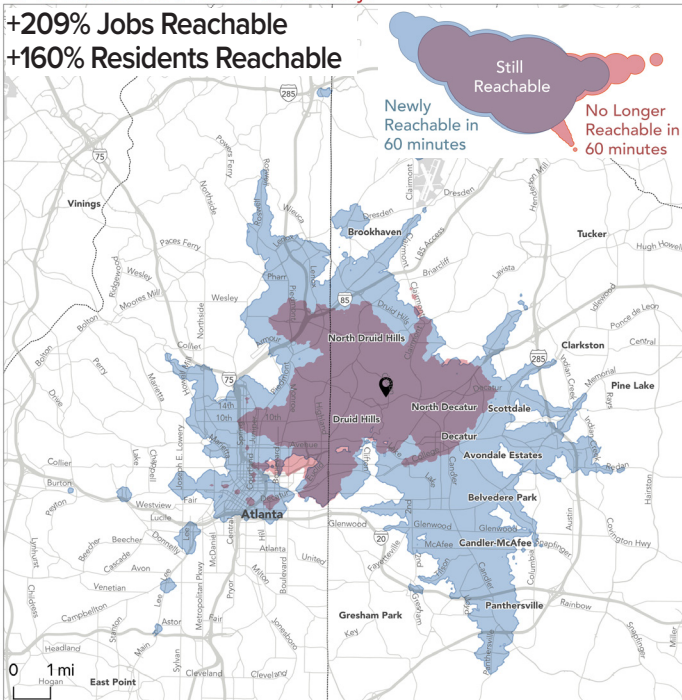
In April of this year, MARTA in Atlanta will implement major changes to their bus network. The isochrone below shows the massive expansion of access to and from Emory University that will result. We can also provide [public interactive maps](#) that allow people to see access changes for whichever places matter to them.

Where can I get to on the Final Network from

Emory University

in 60 minutes at noon on a weekday?

+209% Jobs Reachable
+160% Residents Reachable



Technology Partnerships

JWA has developed valuable partnerships with a range of transit technology vendors and data providers to maximize the value we can bring to our clients. We partner with Remix, Swiftly, Replica, GIRO HASTUS, LOCUS, and others. These partnerships can provide substantial value to RTA throughout this on-call contract.

Remix

JWA has been helping the Remix team improve their product since 2013. JWA is a power user of Remix, and we know its capabilities and limitations. We use Remix as a tool during network planning, and we use its outputs in our custom analysis pipelines.

Swiftly

JWA has a partnership with Swiftly, which allows us to build custom tools and analysis using their data. We can quickly access and extract detailed historic run-time and stop observation data through Swiftly's APIs, which allows us to uncover new insights for our clients.

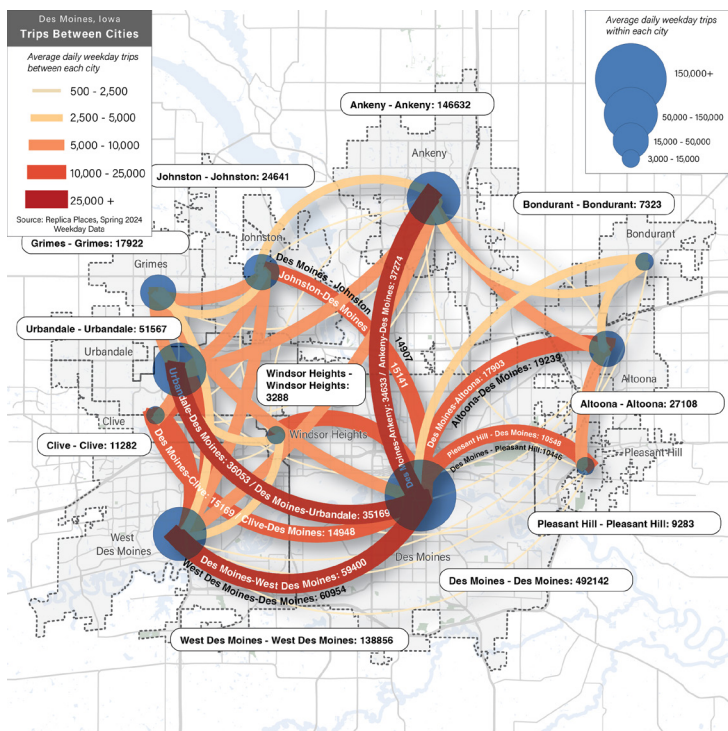
Under our recent on-call contract with Suffolk County, we have used Swiftly to:

- ☐ Understand on-time performance of the new network using the Arrivals Departures Observations API.
- ☐ Suggest timetable updates for reliability improvements based on run-time data from Trip Observations and Path Observations APIs.

While Swiftly's dashboard tools answer many questions, we can tailor analyses for client's specific problems using the APIs. For Suffolk County, we assessed seasonal variations in running time, ranked on-time performance problems, and looked at the reliability of timed connections. From this, we updated the schedules to improve reliability of the Suffolk County system for drivers and passengers.

Replica and Other Location-Based Data

A major new type of data for transit network studies are the large origin-destination (OD) datasets made possible by location-based services (LBS) on cell phones. With sample sizes many times larger than traditional OD surveys,



A Replica trip flow diagram from Des Moines showing the relative demands for travel among the multiple DART cities.

this is powerful for transit planning. The dataset also includes more detail about travel time, frequency, and place.

We have found cell phone LBS data valuable. We have broad experience with five different providers of LBS data for transit plans in major metropolitan areas like Chicago, Portland, Albuquerque, and San Jose.

JWA has access to a substantial dataset of Replica LBS data that we have used in multiple projects to help understand transit and broader travel patterns for projects in Chicago, Portland, Louisville, Solano County, and many others. JWA has also developed custom scripting tools to quickly map and analyze Replica's rich dataset.

Scheduling

JWA has created timetables for several clients as part of scheduling or implementation contracts.

For example, we recently wrote the timetables and blocks for Suffolk County's system of 120 peak vehicles and 400,000 annual revenue hours. We incorporated into the scheduling work our fine-grained analyses of runtime and reliability. This scheduling update will improve 7 timed connection (pulse) points in the network.

Under our current contract with Pace Suburban Bus (in the Chicago area), we are coding a 2.5 million revenue hour Draft Plan into GIRO's NetPlan to support the future scheduling of the new network in HASTUS. This network also includes multiple timed connection points.

For more advanced transit scheduling work, we collaborate with partners, especially when it's important to bring software-specific expertise. Mindful of RTA's current production environment in Trapeze and potential future needs in MAIOR or other platforms, we propose to partner with Adaptation Strategies. Adaptation Strategies' scheduling practice is centered on the decades of experience of:

- Ed Dornheim, former Chief Schedule Maker at SEPTA. In recent years, Ed has led scheduling training for RTA staff and he has been a contract or consulting scheduler for dozens of transit agencies.
- Vivek Shah, former Director of Planning and Scheduling at RTA. Vivek and Ed collaborated on the planning and implementation of the New Links Network Redesign in New Orleans from 2019 to 2022.
- Jimmy Famolare, a current Senior Manager at LA Metro with prior experience as an Operations Manager at multiple agencies.

Surveying and Research

Our team includes Kevin Pullis of WBA Research in a leading role for all surveying and research tasks. Kevin has long experience delivering Origin-Destination (O-D) and other surveys. Between WBA and JWA, we are capable of handling all aspects of O-D surveys, including:

- Developing survey instruments so they meet FTA and Title VI requirements.
- Programming and printing questionnaires, including translating the questionnaire.
- Designing a sampling plan that accurately represents ridership by capturing 10% of unlinked passenger trips for each route by different time periods throughout the day.

WBA will use their own trained staff as well as being fully responsible for the hiring and training of any additional staff. This provides higher quality surveyors, and much better data. WBA

staff will process the results, including validating the accuracy of trips; geocoding; weighting the data to represent linked and unlinked trips; and delivering a full report on methods and results.

NTD Sampling

WBA is well versed in handling the sampling and counting process necessary to meet FTA guidance for APC certification and recertification, having recently done so for LYNX in Orlando, Arlington Transit in Virginia, and others. Our team's Ridecheckers will cover multiple trips in each day and trips will be sampled based on the following criteria:

- Sampling as many routes as possible by sampling interlined routes and other approaches that maximize coverage of routes.
- Sampling different times of day and days of week.
- Sampling trips with varying ridership levels.

WBA uses an automated system, SPRINT, for creating shifts and assigning trips, collecting data, and processing the information to create clear summaries. This data collection app, operated on tablet devices supplied by WBA, allows field staff to record the number of passengers boarding and alighting at each stop. The app has numerous advantages: it simplifies the assembly of assignments, reduces data entry time, reduces collection errors, and improves the tracking of assignments and completed trips.

The SPRINT application produces a series of reports:

- Summary of ridership,
- Schedule adherence by trip,
- Load profile by direction,
- Ridership at a single stop, and
- Ridership and running times by route or route segment.

These reports will form the basis of the certification process which WBA has done for numerous agencies, including under a current contract to serve Northern Virginia transit agencies.

Strategic and Capital Planning

Our team will draw on the many years of experience Huitt-Zollars (HZ) staff have in delivering successful strategic plans for agencies across the US. HZ have provided long range planning for SEPTA, WMATA, Houston Metro, New Mexico, Pennsylvania and many agencies in Virginia, and JWA and HZ have experience working together on past teams.

The HZ staff we propose to put in the lead for strategic and capital planning projects have led similar efforts at the level of corridors, counties, transit agencies, regions and for major federal projects.

For updates to the Strategic Mobility Plan our approach will be **collaborative and data-driven**. There is a temptation in planning to re-invent prior work but we will avoid that, instead using the work you've done previously to develop your current vision. We'll revisit past assumptions only as necessary based on changing needs, changing regulatory environment, and changing future financial or growth scenarios.

To plan future capital improvements and strategic investments, we recommend developing a range of scenarios, assessing alternative possibilities, and using those alternatives as part of stakeholder or community conversations to help define a path forward. This is consistent with JWA's use of Conceptual Alternatives to show major network and service choices. Often such planning reveals commonalities among scenarios that point the way to a resilient capital plan.

Our team has capital funding and planning experience – including analyses in support of transit funding reform. Our experience includes preparing grant proposals for transit projects and state infrastructure as well as FTA and FRA funding procedures. One lesson learned is **the importance of collaborating when pursuing grant funding**—gaining support from partners such as local governments, state agencies, stakeholders, and especially gaining endorsement from elected officials.

Corridor Planning and Modeling

For corridor planning, a data-driven process is a key to success, including run-time assessments, ridership analysis and forecasting. Our team brings long experience with STOPS modeling and

demand estimation packages like those offered by VIA. We have led evaluations for BRT and rail investments using locally-adopted travel demand models, producing forecasts of boardings and alightings, parking demand and mode split. For RTA, we will start by assessing which tools are required and most applicable to the needs of the particular project, and offering RTA a choice of alternative methods that serve the corridor evaluation. We often develop and assess multiple capital scenarios to illustrate key choices.

For example, in the Silver Line corridor in Washington, DC, Kenneth Mobley of HZ led comprehensive station area evaluations using parcel information to project the benefits of increased density. The evaluation helped the project gain higher scores in the New Starts process as the localities involved tailored land use plans to the corridor station plans. Today, new development in the corridor is significant, leading to substantial ridership growth.

Bus Stop and Station Evaluations

In our work on bus stop and station infrastructure **we emphasize full multimodal, last mile evaluations.** We consider a wide range of passengers – including wheelchair users, seniors, those with limited vision and those with cognitive disabilities – in analyzing infrastructure at stations and stops. We can also incorporate forecasted travel demand changes due to land use policy changes to assess overall infrastructure needs.

Many of our staff specialize in feasibility assessments and conceptual design for transit. **Many of the proposed HZ planners come from an architectural background, making them adept at integrating urban design with transit service plans.** For SEPTA, HZ has assessed needs for regional rail and the integration of TOD at regional and local levels. On the bus side, HZ has developed plans for Express Bus and full BRT alternatives, as well as suggestions for High Capacity Corridors and their conceptual design.

Our overarching goal is to assist you in making confident decisions by incorporating innovative concepts, relying on data driven analyses, combined with clear conversations. We'll bring this approach across all the threads of planning, from

system planning through scheduling and capital investments. A key to our approach is the way those planning processes integrate with public engagement, inviting the community to make genuine contributions to RTA's decisions.

Approach to Engagement

JWA is recognized as a leader and innovator in facilitating transit discussions with community and regional stakeholders. We help members of the public, stakeholders and elected officials alike gain an intuitive feel for how transit works and understand the fundamental choices that it presents. Along with decades of experience facilitating such conversations, we customize certain tools for each client:

Educational planning games. JWA and Concordia have both developed planning games that, while fun, also teach people about realities and constraints. JWA's games illuminate how transit routes and transit networks work, and what it's like to plan them within a fixed budget. We often tailor these games to the local area, or develop brand new games that address local challenges. For example, during a BRT corridor study in Richmond, we created a bus-stop-spacing-exercise so stakeholders and the public could play with the trade-off between closer or farther-apart stops.

Our interactive exercises bring people together in the presence of the geometry of the transit problem, leading to clearer thinking.



Interactive polling on trade-offs and policy questions. In workshops and public meetings, we use live electronic polling to get input on some of the choices that arise. We might do polls about the balance of ridership and coverage services; acceptable walking distance to service; route spacing; stop spacing; and other key trade offs.

Real-time polling always provokes lively discussion. As participants see the diversity of views in a room, it changes their perception of the situation. We can use the real-time poll results to immediately ask more probing questions, and sometimes even reach agreement, on-the-spot.

Policy development exercises for officials.

When agencies are struggling to meet all of their objectives, the problem sometimes originates at the highest level, where goals are too abstract or even self-contradictory. JWA has a track record of helping transit boards, MPO committees, city councils, and other bodies debate and decide on policies that can then give staff clear direction.

Local Engagement Expertise

Concordia will lead community engagement tasks for our team. Concordia brings a community-centered approach to planning work. Understanding local context and culture is paramount, and Concordia staff know New Orleans well.

Concordia has developed an engagement

Our interactive exercises allow people to learn the facts and the realities of transit, while expressing their own values and opinions.



approach that is deep, authentic, and custom-tailored for each project. Residents know their community best, so our process will mine their wisdom in games and interactive exercises. We'll help people understand the situation and the choices through storytelling, using maps, clear graphics, and other materials. We'll thoroughly document the data and results, and demonstrate through every project how resident input shapes the outcome. **This type of process builds trust, support, excitement, and ownership** over the outcome. It also leads to better plans and designs that are relevant to the community they serve.

We will supplement in-person meetings with survey-based engagement, in person and online. We also recommend pop-up engagements to meet community members where they are, such as at a local festival or church event. Concordia have experience hiring “community fellows” who act as ambassadors for a project. These “fellows” assist with outreach, host pop-up booths, and facilitate group discussions. The “community fellows” program is designed to build trust within the community and empower local champions.

Concordia and JWA have used these types of techniques in strategic planning, adaptation planning, master planning, transit network redesigns, and urban design projects. Across a wide range of planning, Concordia's principles are a guide to doing engagement well:

- ☐ Our engagement process will be **iterative**, beginning at the start of the project and building from one meeting to the next.
- ☐ Our process will be **transparent and thoroughly documented** using beautiful graphics and visual communication.
- ☐ Our process will be **meaningful, with tangible results** understood by all involved.
- ☐ And our process will be **fun, using interactive games** that allow collaboration and dialogue around the project topic.



2

Team Profile

Firm Profiles

Experience

Examples + References

Firm Profiles

Jarrett Walker + Associates



Jarrett Walker + Associates (JWA) was founded in 2011 by Jarrett Walker, the author of *Human Transit*, who has been a consulting expert in public transit planning and policy since 1993. Today, JWA is a leader

in transit network planning, policy development, stakeholder involvement, and expert advice. The firm is based in Portland, Oregon with an office in Arlington, Virginia, but we work worldwide, with experience across the US and Canada, as well as in Europe, Australia, and New Zealand.

JWA's mission is to foster clear conversations about transit, leading to confident decisions.

We specialize in helping communities understand transit choices and their consequences. A full JWA-led planning process integrates technical transit planning with many types of engagement and builds ideas in conversation rather than in the solitary work of experts.

Since its founding in 2011, JWA has:

- ❑ Led network analysis or design studies for public transit authorities in more than 30 cities and towns throughout North America and in Ireland, Iceland, Australia and New Zealand. Most of these have been successfully implemented or are on track for implementation.
- ❑ Provided on-call transit planning and facilitation services to TransLink (Vancouver, BC), Santa Clara Valley Transit Authority (VTA San Jose), GRTC (Richmond, VA), and Suffolk County, NY.
- ❑ Led long-range transit plans leading to successful ballot measures in Indianapolis and Raleigh as well as similar vision plans in Greensboro, NC; South Bend, IN; Charlottesville, VA; and Alexandria, VA.
- ❑ Developed public-facing bus system maps for AC Transit, Monterey-Salinas Transit, Miami-Dade Transit, Akron METRO, VIA Metropolitan Transit, and Oakville Transit. Designed both system maps and route brochures for Valley Regional Transit, Suffolk



County Transit (NY), and ATI (Puerto Rico). JWA led a full redesign of all public products for Suffolk County Transit, including route brochures, a rider guide, and signage.

- Supported Bus Rapid Transit corridor studies in Richmond, VA and Louisville, KY with operations planning and access to opportunity analyses.
- Led Title VI Service Equity Analyses on major service changes for MARTA (Atlanta, GA), TARC (Louisville, KY), and Suffolk County, NY as well as leading Title VI Service Equity Policy updates for TARC and GRTC.
- Facilitated regional transit conversations using innovative stakeholder workshops in more than 20 urban areas across North America, Europe, Australia, and New Zealand.
- Advised the San Francisco, Las Vegas, Vancouver (BC), and Oakland (CA) transit authorities on service branding.
- Provided expert advice to senior transit executives, including at the City of Toronto, Auckland (New Zealand) Transport, Public Transport Victoria (Melbourne), and the National Transport Authority of Ireland, among many others.
- Conducted trainings and stakeholder workshops on transit network planning in Toronto, Seattle, Portland, New York City, Omaha, South Florida, Oklahoma City, and Washington DC, as well as in Reykjavik (Iceland), Dublin (Ireland), Auckland (New Zealand); and Sydney, Melbourne, and Brisbane in Australia.

Jarrett Walker + Associates is a Limited Liability Corporation (C Corp) incorporated in Oregon. The firm is jointly owned by 8 senior staff, including our proposed Contract Manager (Scudder Wagg). With the highest levels of firm leadership in charge, the RTA can be confident that we will bring the expertise and resources you need. **JWA is also SBE-certified by RTA.** We are providing our four most relevant qualifications starting on page 20. For more qualifications, see our form CQ-2012.

References to our partner firms' DBE certifications are based on their status as of September 30, 2025.

Adaptation Strategies

Adaptation Strategies, LLC, is a New Orleans-based planning and consulting firm focused on water, transportation, economic development, and community engagement.



Adaptation Strategies is a New Orleans-based, woman-owned, State and Local Disadvantaged Business Enterprise and Louisiana DOT DBE.

Two of Adaptation Strategies' recent projects are shown on page 23, and additional qualifications are on the CQ-2012 Form.

Scheduling + Runcutting

The transit team at Adaptation Strategies offers more than 30 years of experience in route planning, scheduling, runcutting, rostering, fleet management, and data analysis. They have delivered Comprehensive Operations Analyses, Long-Range Plans, and capital plans to transit agencies. Adaptation Strategies staff have also trained RTA staff in scheduling and supported New Links scheduling implementation.

Technology + Innovation

Within this team, Adaptation Strategies will lead tasks related to choosing, implementing, using, and evaluating new technologies. They have experience implementing new transit technologies across departments, procuring new transit technologies, developing KPIs and dashboards, and managing data-driven performance improvement.

Our proposed Technology Task Lead Vivek Shah co-led RTA's implementation of the current CAD/AVL system, Clever Devices, in 2017-2018.

Community Engagement

Adaptation Strategies staff know RTA, ride RTA, and have been part of planning the New Links network. They will provide transit knowledge specific to New Orleans for our team and for in-person engagement activities. They will also provide support for community engagement efforts—like public meetings or pop-up events—both during the planning of those events and by attending in-person and providing local transit expertise.

Huitt-Zollars

Huitt-Zollars, Inc., is a full-service engineering, architecture, and planning firm with 23 offices nationwide.



Established in 1975, Huitt-Zollars has a staff of more than 580 professional, technical, and support personnel. With architects, engineers, and planners in-house, their firm regularly handles complex, multi-disciplinary projects and manages multiple assignments simultaneously.

Consistently listed in *Engineering News-Record* and *Architectural Record* as a top design firm, Huitt-Zollars has outstanding client retention and references from satisfied cities, counties, and public agencies. Huitt-Zollars offers clients the resources of a large firm but the attention to detail associated with small firms.

Strategic and Capital Planning

Huitt-Zollars has worked with transit agencies nationwide for decades, handling both large and small systems. The firm regularly tackles complex strategic planning and large capital planning efforts.

Huitt-Zollars' multi-disciplinary expertise allows them to integrate urban design into transit planning. For SEPTA, Huitt-Zollars has helped integrate TOD in regional and local rail planning.

Huitt-Zollars also uses scenario planning to help agencies understand trade-offs before committing to major investments. Rather than proposing a single solution, HZ develops multiple scenarios that illustrate different possibilities and their infrastructure requirements.

Two of our proposed Huitt-Zollars personnel, Ken Mobley and Ryan Furgerson, have worked closely with JWA. Contract Manager Scudder Wagg has partnered with both as JWA partners and as colleagues at another firm.

Combined with JWA's service planning expertise, we can meet any planning need RTA has. Two example projects that demonstrate HZ's qualifications are provided on page 22. For more of HZ's relevant qualifications, see the CQ-2012 Form.

Concordia

Concordia, LLC, is a national award-winning architecture, planning, and community engagement firm based in New Orleans, Louisiana.



As their name and mission statement, Concordia means harmony and agreement among people and things. Since the company's founding in 1983, Concordia has been supporting communities with joyful and equitable design. They draw on expertise in architecture, urban planning, community engagement, strategic planning, and graphic design to deliver on their mission.

Community Engagement

Community engagement is the hallmark of Concordia's success. They solve shared problems by working collectively and intentionally seeking and amplifying diverse experiences.

Concordia's approach to engagement in planning decisions is similar to JWA's: they bring as many minds to the table as they can, to problem-solve in game-like activities. They invite a diverse cross-section of the community to review facts and data, discuss choices, debate trade-offs, and make recommendations.

In New Orleans, Concordia has recently led community engagement for the New Orleans City Park Master Plan and the LA SAFE Coastal Adaptation Plan; supported the Sewerage & Water Board in educating and listening to the community as they implement new policies and rates; led workshops with the LA Bureau of Family Health to optimize engagement and advocacy; and led planning and design of City of New Orleans and NORD recreation sites.

Concordia has worked in the New Orleans area for a long time; for example, they led community engagement for the Unified New Orleans Plan in 2006. Additional details on Concordia's qualifications are available on their CQ-2012 Form.

With their diverse recent experience and their long history of local work, Concordia is well-suited to support transit planning in a city as complex as New Orleans.

WBA Research



WBA Research is a market research company serving public transit clients. Established in 1987, WBA has an in-house project management team of more than 20 professionals. Based in Lanham, MD, just outside of Washington, DC, WBA conducts research on a national basis for a wide variety of clients. **WBA is a certified DBE in Louisiana.**

WBA staff provide research services for public transportation agencies throughout the United States. They have conducted research for a wide range of organizations and services—from state DOTs and large transit systems to smaller rural services to interstate transit services.

WBA has led Origin-Destination studies for many agencies, including PSTA (with JWA); Suffolk County, NY (with JWA); the City of Albuquerque (with JWA); the Maryland Transit Administration in Baltimore; and many others. They have recently assisted with APC certification and NTD reporting for Orlando LYNX, N. Virginia transit agencies, and others.

Additional details on WBA's qualifications are available on their CQ-2012 Form.

The Villavaso Group



The Villavaso Group, LLC, (TVG), is an urban planning and professional services consulting firm founded by Corinne Villavaso in 2010. Ms. Villavaso has 25 years of comprehensive experience in governmental structures, public affairs, community engagement, and legislation and policy development. **TVG is a New Orleans-based, minority woman-owned, State and Local Disadvantaged Business Enterprise and Louisiana UCP DBE.**

TVG provides expert technical assistance in urban planning; land use and zoning; community outreach; and environmental assessment for public and private clients. TVG has provided such support to clients including the NO Regional Planning Commission, NO Business Alliance, East NO Business Development District, and the Neighborhood Partnership Network of NO.

Additional details on WBA's qualifications are

available on their CQ-2012 Form.

Waggonner & Ball



Waggonner & Ball (W&B) was founded in 1970, and is an internationally active architecture and design firm located in New Orleans. They work at many different scales, from buildings to landscapes, from cities to watersheds, and for a range of clients, from private institutions to city, state, and federal governments.

W&B will primarily provide architectural and regulatory expertise building on their practice of institutional architecture, historic preservation, adaptive reuse, landscape architecture, urban design, stormwater management, and visual communication. They have recently contributed to the Lafitte Greenway Stormwater plan, the Gentilly Resilience District, the Recovery School District Prototype Schools, and the Greater New Orleans Foundation headquarters.

Additional details of W&B's qualifications are available on their CQ-2012 Form.

Rockland Planning



Rockland Planning is a multi-modal planning firm based in Pennsylvania, providing practical advice and innovative solutions to make transportation projects happen. Rockland is a small company and **certified DBE in PA**, led by three senior experts who together have 80 years of experience in transportation.

Rockland specializes in financial planning for transportation across all modes and they provide pragmatic advice and supporting tools for financial decisions. Rockland's experts are knowledgeable about FTA sources and federal-state-local funding strategies. Rockland's key qualifications include assisting PennDOT's Bureau of Public Transportation to develop and maintain a cost estimating database, development of operating and capital financial projections for the Erie Transit Development Plan, leading a regional fare collection study for the Southwestern PA Region and conducting a labor assessment for SEPTA on a Microtransit Playbook.

Additional details on Rockland's qualifications are available on their CQ-2012 Form.

GRTC On-Call Service Planning and Support

Richmond, VA

Since 2015, JWA has been a part of a series of statewide on-call contracts in Virginia that Greater Richmond Transit Company (GRTC) has used as a vehicle to procure various on-call planning services. Through these contracts, JWA has completed the following tasks:

- Richmond Transit Network Plan
- Transit Development Plan
- Regional Transit Plan
- Ongoing Financial and Service Projections
- Enterprise Research Planning Systems peer studies

Status

Ongoing

Cost

\$479,000

Dates

2015 – present

Key Staff

Scudder Wagg, Project Manager
Jarrett Walker, Lead Network Design
Ricky Angueira, Cartographer

Reference

Adrienne Torres
Chief of Staff
GRTC Transit System
(804) 474-9798
Adrienne.Torres@ridegrtc.com

TARC On-Call Planning Support

Louisville, KY

Under an Architecture, Engineering, Environmental, and Planning On-Call Contract, JWA has supported various planning tasks for TARC since late 2023. JWA is a subconsultant to a team led by Schmidt Architects, and JWA is the task leader for all transit planning efforts under the contract. We have led project scoping and fee estimation for all planning related task orders under the contract and have led three major task orders under the contract:

- TARC 2025: From January 2024 to September 2025, JWA led a bus network redesign task order for TARC. Through the process, JWA led the network design, including concepts, draft, and final plan; guided the public engagement messaging, surveys, and stakeholder coordination.
- Title VI Service Equity Analysis Policy
- Network Redesign Implementation
- Downtown Transfer Center Site Selection

Status

Ongoing

Cost

\$897,000

Dates

2023 – present

Key Staff

Scudder Wagg, Contract/Task Manager
Martin Barna, Task Manager
Jarrett Walker, Network Advisor
Michelle Poyourow, Task Manager
Mihir Bhosale, Lead Analyst
Leah Bollin, Analysis Support

Reference

Ozzy Gibson, Executive Director
ogibson@ridetarc.org
(502) 744-1715

Aida Copic, AICP
Director of Planning
acopic@ridetarc.org
(502) 213-3490

VTA Service Planning

San Jose, CA

Since 2015, JWA has been helping the Santa Clara Valley Transportation Authority (VTA) develop long- and short-range plans for its network. Projects have included:

- From 2016-2018, a short-range plan to increase ridership and to integrate the new BART extension to San Jose. This was a JWA-led redesign of the countywide network.
- In 2020, we assessed 25 regional corridors for high-capacity transit as part of VTA's High-Capacity Transit Corridors Study. JWA developed bus network integration concepts, evaluated potential impacts on job access, and evaluated rapid service overlay concepts.
- Since 2025, JWA has been providing VTA with Market Analyses, using Replica data to analyze shifts in travel demand since the COVID-19 pandemic. This work includes focused analysis of VTA's rail station areas and recommendations for future rail planning.

Client

Santa Clara Valley Transp. Authority

Dates

2015–2018 (Short-Range Plan)
2020–2024 (HCT Corridors)
2025–ongoing (Market Analysis)

Key Staff

Jarrett Walker
Michelle Poyourow
Evan Landman

References

Jay Tyree, Deputy Director, Transit Service & Capital Planning
(408) 321-5893

Jay.Tyree@vta.org

Tamiko Percell, Transit Speed & Reliability Program Manager
(408) 321-5827

Tamiko.Percell@vta.org

Suffolk Service Planning

Suffolk County, NY

From 2020 to the present, JWA has supported Suffolk County through a range of service planning needs under direct contract to the County as a sub-consultant on an on-call contract. Projects have included

- **Reimagine Transit:** JWA led a team to redesign the County's bus network from 2020 to 2022.
- **Implementation Rollout:** JWA was again retained by Suffolk County to support the implementation of the new network.
- **On-going Service Planning:** As a subconsultant under an on-call contract, JWA has been continued to lead service planning activity with various tasks to adjust routes, plan for new microtransit zones, develop new transit hub locations, and plan for updates over the next 2-3 years.
- **Origin-Destination Survey:** On a team led by WBA Research, JWA is providing data analysis and mapping support for the final project report.

Client

Suffolk County

Dates

2020–2022 (Redesign)
2022–2023 (Rollout)
2024–ongoing (On-Call Support & O-D Survey)

Key Staff

Scudder Wagg
Mihir Bhosale
Ricky Angueira
PJ Houser

References

Jonathan Keyes, Director of Downtown and Transit-Oriented Development,
(631) 853-6032

Jonathan.Keyes@suffolkcountyny.gov

SEPTA Regional Rail Master Plan

Philadelphia, PA

SEPTA embarked on a “Reimagining Regional Rail” effort to make its regional rail network more useful to more people in Philadelphia. The project was built around extensive public involvement. In addition to a virtual public meeting and an online survey, the first round of outreach included two days of “popups” where the team took a cart with information, interactive materials, and snacks on a tour of the Regional Rail system, meeting riders during their daily commute.

The Huitt-Zollars team created an extensive documentation of existing conditions, showing the benefits from transforming regional rail service. The existing conditions work also identified the obstacles to providing this service: junctions and single track segments, low boarding platforms at stations, old equipment, and places where regional rail misses key transit connections. We designed three scenarios – one focused on increasing service across the region, one focused on creating very frequent service in the core, and one focused on all-day express service – to illustrate trade-offs and what’s possible.

Each scenario was developed with schedules and the required infrastructure improvements to form the core of the next round of outreach. Based on that feedback, a preferred future plan was selected and developed in detail, along with a phased implementation.

Status

Complete

Cost

\$1,010,000

Dates

2021–2024

Key Staff

Mandi Chapa,
Madeleine Pelzel

Reference

Ryan Judge
Director of Strategic
Planning & Analysis
SEPTA
rjudge@septa.org
(215) 580-3781

SEPTA Navy Yard Transit Plan

Philadelphia, PA

Huitt-Zollars led a comprehensive transit study for SEPTA to restore and expand public transit access to the Philadelphia Navy Yard, as the Philadelphia Industrial Development Corporation (PIDC) undertakes a significant expansion to include the site’s first residential development, the Navy Yard required a transit solution to bridge the gap left by the discontinuation of the Route 71 shuttle in 2012.

The study evaluated a variety of service models to serve visitors, workers, and residents of all incomes and abilities. These included fixed routes on local streets, express service, branded subsidized options, and microtransit.

To achieve alignment, the Huitt-Zollars team facilitated an intensive three-day in-person charrette, utilizing a creative and tactile approach to generate alternatives and build consensus among the City, PIDC, and development stakeholders. The process involved rigorous data collection, including historic data analysis and interviews with current and future employers, ensuring that recommendations would be viable for the end-users. The final deliverable was a highly graphical report featuring a phased implementation plan that successfully garnered approval from key agencies, including the City’s transportation office, planning commission and the MPO.

Status

Complete

Cost

\$141,890

Dates

May 2022–March 2023

Key Staff

Mandi Chapa,
Madeleine Pelzel

Reference

Ryan Judge
Director of Strategic
Planning & Analysis
SEPTA
rjudge@septa.org
(215) 580-3781

RTA Scheduling and Operations Training

New Orleans, LA

The New Orleans Regional Transit Authority (NORTA) is an agency experiencing a great deal of change as it transitions from a delegated management contract with a private company to a fully public agency. This process includes the rebuilding of whole departments and the required training therein. Adaptation Strategies (AS) worked with NORTA to provide training to agency scheduling and operations staff to help improve service development and delivery.

AS has conducted training with the NORTA scheduling team, both in-person and virtual, to teach them how to develop service plans and work through the scheduling, run-cutting, and rostering processes to bring plans to implementation. This included best-practice instructions on how to optimize service to improve on-time performance and reliability, and how to evaluate and analyze key service metrics to improve service. The AS team worked with the NORTA operations team to teach them train them on how to best work with the service planning process, and how to develop, implement, and evaluate Key Performance Indicators to improve service delivery.

Status

Ongoing

Cost

\$22,500

Dates

2024–present

Key Staff

Ed Dornheim

Reference

Elisabeth Stancioff
Senior Manager of Planning and Scheduling
estancioff@rtaforward.org
(504) 827-8468

CATS General Planning Services – On Call

Baton Rouge, LA

Baton Rouge Capital Area Transit System (CATS) currently employs Adaptation Strategies (AS) as part of a General Planning On-call contract. AS is part of a team led by AECOM.

AS provides CATS staff with service planning and scheduling support, primarily regarding the agency's upcoming Bus Rapid Transit line (BRT). Specifically, AS has developed operational budgets, ridership estimates, and draft transit schedules for the BRT line and other impacted services.

Status

Ongoing

Cost

\$3,500 to date

Dates

June 2024–present

Key Staff

Vivek Shah, Tara Tolford,
Ed Dornheim

Reference

Cheri Soileau
Director of Planning and Program Development
csoileau@brcats.com
(225) 436-5153



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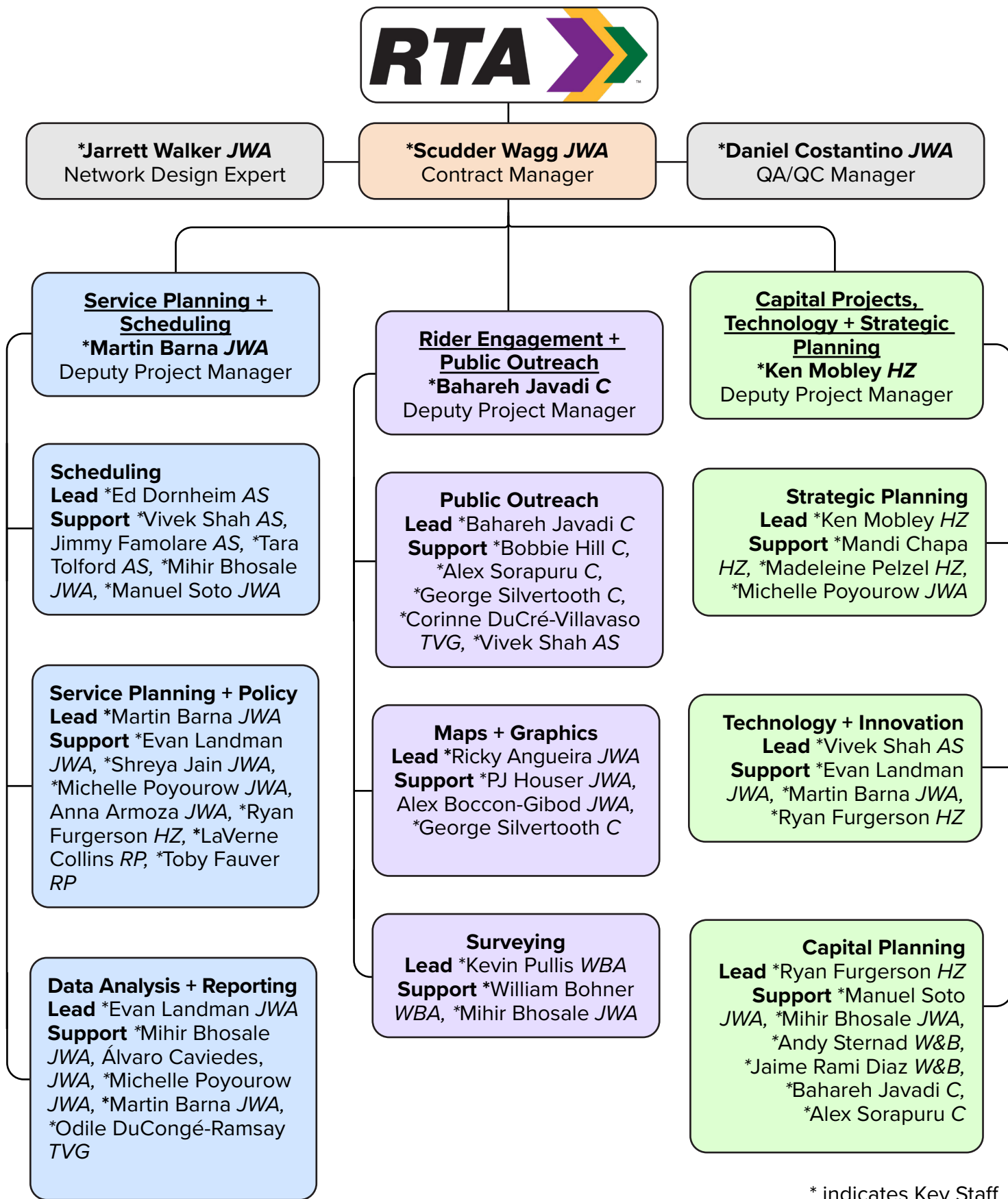
Project Team

Staff Roles + Responsibilities

Experience + Qualifications

Availability + Capacity

Organizational Chart



Key Personnel

The following pages describe our proposed staff, their roles, and their experience. For full staff resumes see Appendix B.

Jarrett Walker + Associates

Scudder Wagg

Contract Manager • Arlington



Scudder is President of JWA and leads many of the firm's East Coast projects. He joined the firm in 2017. In over two decades of transportation planning, Scudder has led bus network redesign projects, long-range transit vision plans, regional transportation-land use workshops, and public and stakeholder engagement on a range planning projects. Scudder is active with APTA and a member of the TRB Standing Committee on Transit Systems Planning (AP012), ensuring that our firm and our clients are constantly connected to the emerging best practices in the industry.

Role and Responsibility: As Contract Manager, Scudder will have overall responsibility for ensuring that the RTA has access to all the necessary resources of our team to meet the various needs that will arise. Scudder will oversee task order scoping and negotiations, coordinate team activities to bring the best fitting personnel to the RTA for each task order, and provide a consistent invoicing process across all projects. Scudder will also be available to lead service planning related task orders.

Relevant Experience: Scudder has led large and complex projects and contracts for JWA including the TARC 2025 Network Redesign, the MARTA NextGen Bus Network in Atlanta, and nearly all planning activities by JWA for GRTC through on-call task orders. Prior to joining JWA, Scudder led the Planning Group for Michael Baker International's Richmond Office, where he was contract manager for a multi-million dollar statewide planning on-call contract with the Virginia Department of Transportation.

50% Availability in the next year and beyond.

Jarrett Walker

Network Design • Portland



Jarrett founded JWA in 2011. He leads network design on many JWA projects, and facilitates workshops with elected officials and Boards. Jarrett also offers expertise in infrastructure planning; integrating bus and rail; and

service branding.

Role and Responsibility: Jarrett will facilitate any network design retreats and provide guidance to technical leads on other tasks.

Relevant Experience: Jarrett has been planning transit networks and services for 35 years. He pioneered new ways of thinking and talking about bus service in his book *Human Transit*, first published in 2011. Jarrett's innovations have spread across the field, while he continues to provide clear thinking, new ideas, and pragmatic solutions to JWA's clients.

40% Availability in the next year and beyond.

Daniel Costantino

QA/QC Manager • Portland



Daniel is a Principal with JWA and manages network plans, transit center studies, long range plans, and other more specialized studies.

Role and Responsibility: Daniel will lead QA/QC on all major deliverables and will manage any refinements to the QA/QC process.

Relevant Experience: Daniel has managed and delivered bus network plans in Kansas City, MO; Dublin, Ireland; Madison, WI; Seattle, WA; and he is currently delivering a network plan for Pace in the Chicago area. He also has specialized experience in bus electrification, transit center location and design, and microtransit.

30% Availability in the next year and beyond.

Martin Barna

DPM Service Planning • Arlington



Martin joined JWA as a Principal Associate in 2025, though he has worked with JWA on two major network redesign projects: VTA in San Jose, CA, and DASH in Alexandria, VA. Martin has 14 years of transit planning

experience, including 9 years as Director of Planning & Marketing at DASH.

Role and Responsibility: Martin will be Deputy Project Manager for service planning and scheduling, building on his years of experience in the public sector to provide oversight and guidance on these tasks.

Relevant Experience: Martin offers years of hands-on agency experience in planning, scheduling, microtransit, BRT, bus network redesigns, and major service changes.

45% Availability in the next year and beyond.

Evan Landman

Data + Reporting Task Lead • Portland



Evan is a Principal Associate with JWA and joined the firm in 2013 as our second employee. He led development of JWA's unique approach to transit planning. Today he leads all research and development tasks to expand and improve

our analytical capabilities.

Role and Responsibility: Evan will lead data analysis and reporting tasks, bringing his expertise in understanding and visualizing transit agency data to RTA.

Relevant Experience: Evan is a highly skilled analyst, able to design custom pipelines for novel data types. He also manages entire network planning projects, works with Boards and stakeholders, and writes major reports. As a result, he understands how to integrate data analysis with storytelling to support clear and resilient decision-making for our clients.

40% Availability in the next year and beyond.

Michelle Poyourow

Planning + Policy Support • Europe



Michelle is a Principal with JWA, and joined the firm in 2013 as our third employee. Her specialty is explaining and communicating policy and network changes, especially in political settings.

Role and Responsibility: Michelle will provide key support in planning and policy, especially with her expertise and experience in Title VI policy and service equity analysis.

Relevant Experience: Michelle is a project manager and policy specialist who has delivered multiple network redesigns, including in Indianapolis, Sacramento, and Dallas. She has also led Title VI policy reviews for TARC and GRTC. Prior to joining JWA, she planned bicycle infrastructure, giving her a unique multimodal perspective on street design and operations.

40% Availability in the next year and beyond.

Ricky Angueira

Maps + Graphics Task Lead • Arlington



Ricky is a Principal Associate who joined JWA in 2019. He leads transit plans and bus network redesigns, as well as managing JWA's transit map-making practice.

Role and Responsibility: Ricky will lead maps and graphics tasks, particularly for system mapping, brochure updates, or maps and graphics for public and rider engagement.

Relevant Experience: Ricky has years of experience managing transit network and service plans. He has recently managed network plans in Des Moines, St. Petersburg, and Williamsburg. Ricky leads JWA's rider information practice, and he has delivered new system maps, bus stop maps, and route brochures for the transit systems of San Antonio, Miami, Atlanta, San Juan, Boise, Suffolk County, and many others.

50% Availability in the next year and beyond.

Mihir Bhosale

Planning + Data Support • *Arlington*



Mihir is a Senior Associate with JWA. He brings advanced analysis skills and good instincts for how to use graphics and data to explain complex ideas.

Role and Responsibility:

Mihir will provide support to service planning, scheduling, and data analysis tasks, building on his deep experience in these roles.

Relevant Experience: Mihir was trained in transportation science at MIT. He is adept at analyses related to scheduling and reliability, such as using Swiftly data to improve on-time performance. He manages timetabling and blocking processes, most recently for Suffolk County. He has also developed interactive tools, such as online maps to display and compare transit data; interactive visualizations of travel time changes; and side-by-side trip planners to support service changes.

45% Availability in the next year and beyond.

Shreya Jain

Planning + Data Support • *Portland*



Shreya is a Senior Associate who leads analysis for network plans and redesigns, and contributes specialized skills related to public engagement and accessibility.

Role and Responsibility:

Shreya will provide support to service planning and policy tasks, including GIS analysis, data analysis, and cost estimation.

Relevant Experience: Shreya is experienced with analyses related to GIS, travel time changes, cell phone movement data, route operating requirements, vehicle needs, and the equity of service change impacts. She has recently contributed such analyses, as well as planning ideas and public engagement, to projects in Des Moines, Portland, and Greensboro.

40% Availability in the next year and beyond.

Manuel Soto

Planning Support • *Seattle*



Manuel has 25 years of experience in transit planning and operations. He joined JWA in 2025, after many years of working with JWA as a subcontractor.

Role and Responsibility:

Manuel will provide key support on service planning and scheduling tasks, particularly those that involve microtransit or outsourcing issues.

Relevant Experience: Manuel has helped transit agencies across the US with planning and implementing new networks; BRT; commuter express; demand response; local circulators; and specialized services. He is expert in evaluating service delivery models (such as in-house vs. outsourcing), benchmarking performance, and estimating operations impacts. He is also a TDM planner and understands the parking, pricing, and programmatic aspects of transit success.

35% Availability in the next year and beyond.

PJ Houser

Maps + Graphics Support • *Portland*



PJ is a Senior Associate with JWA, having joined the firm in 2014. She leads analysis on network plans as well as providing programming and design advice during key moments in many projects.

Role and Responsibility: PJ will provide key support on maps and graphics tasks and on service costing tasks, building on her years of experience in these areas.

Relevant Experience: PJ has 12 years of hands-on experience with network mapping, public facing system maps, and analysis of transit networks and ridership. She is particularly expert in estimating the operating requirements (vehicles, revenue hours, etc.) of new route and network designs and validating planning assumptions for future schedulability.

45% Availability in the next year and beyond.

Adaptation Strategies

Ed Dornheim

Scheduling Task Lead • Philadelphia



Ed is an authority in transit service planning and implementation, with 47 years of experience working with or inside government agencies on scheduling and runcutting.

Role and Responsibility: Ed will lead scheduling tasks, bringing decades of experience with agency scheduling and expertise in Trapeze and other platforms to this role.

Relevant Experience: Ed creates efficient schedules using Trapeze, specifically the FX and Blockbuster modules. Ed served as SEPTA's Chief Schedule Maker for 9 years. He has provided scheduling services, training and strategic analysis for many other agencies such as SFMTA and DART in Des Moines. He helped RTA implement the New Links redesign and has provided Trapeze trainings for RTA since 2021.

45% Availability in the next year and beyond.

Vivek Shah

Technology Task Lead • New Orleans



Vivek is a planner and project manager with 15 years of experience in transit and transportation planning. He has deep local experience, having been part of RTA's planning team from 2015 to 2023.

Role and Responsibility: Vivek will lead technology in the strategic planning focus area. He will also provide planning and scheduling support and local expertise to the entire team.

Relevant Experience: Vivek is trained in GIS analysis and transportation planning and has 8 years of experience working for RTA on projects major projects including the New Links Redesign, the downtown transit center, BRT study, and fare policy update. He also co-led RTA's implementation of the current CAD/AVL system.

40% Availability in the next year and beyond.

Jimmy Famolare

Scheduling + Planning Support • Los Angeles



Jimmy Famolare is an operations leader with 33 years' experience improving the performance, safety, and reliability of transit systems across the US.

Role and Responsibility: Jimmy will provide key support for planning and scheduling tasks, ensuring operational feasibility and technology integration.

Relevant Experience: Jimmy has managed fixed-route, paratransit, and microtransit operations, with large, unionized teams—up to 400 staff and 150 vehicles—while driving measurable gains in on-time performance, safety, and service quality. He has delivered operations leadership, tech integration and multimodal integration for agencies like San Diego MTS, the City of Santa Monica and LA Metro.

35% Availability in the next year and beyond.

Tara Tolford

Planning Support • New Orleans



Tara is a transportation and land use planner with over 15 years of experience in urban and regional planning, GIS analysis and quantitative research.

Role and Responsibility: Tara will provide support for planning tasks, particularly local data collection and analysis plus multimodal integration.

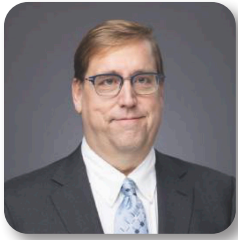
Relevant Experience: Tara provides local, state, and regional governments in Louisiana with policy development and analysis, covering topics such as regional rail, active transportation, complete streets, and transit oriented development. Recent projects delivered through the UNO Transportation Institute included travel-demand-estimate surveying, focus groups, transit data analysis, and development of an online tool for evaluating roadway risks to people walking and biking.

15% Availability in the next year and beyond.

Huitt-Zollars

Ken Mobley

DPM Capital + Strategic Plans • Alexandria



Ken is a rail and transit planner with over 35 years of experience with a broad range of multimodal planning experience from city-wide transportation plans to major transit capital projects like the Silver Line planning study.

Role and Responsibility: Ken will be Deputy Project Manager for capital and strategic planning, providing oversight and coordinating the resources of our team in this focus area.

Relevant Experience: Ken has led planning task orders for every major transit agency in the DC, Maryland, and Virginia area including station access guidelines, strategic plans, TOD studies, and more. He has completed studies for WMATA, Maryland Transit Authority and Virginia's state transportation agency. He led land use analyses and TOD planning for WMATA's Silver Line and developed multimodal station access guidelines.

45% Availability in the next year and beyond.

Ryan Furgerson

Capital Task Lead • Alexandria



Ryan is an experienced project manager specializing in transit visioning, rail station access, and service feasibility analysis. He excels at managing budgets, workflows, and subconsultants to ensure successful project delivery.

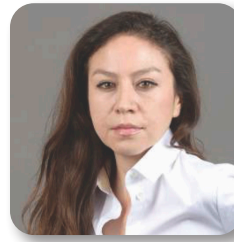
Role and Responsibility: Ryan will lead capital planning and support technology and innovation.

Relevant Experience: Ryan has led major capital projects for Virginia Railway Express, led strategic planning for a range of agencies in Pennsylvania and Virginia, and oversaw FTA compliance, including Procurement, ADA, and Title VI reviews.

45% Availability in the next year and beyond.

Mandi Chapa

Strategic Plan Support • Houston



Mandi is an urban planner and project manager with 20 years of experience. She brings a combination of planning and architecture expertise, with exceptional visualization capabilities that strengthen strategic communication.

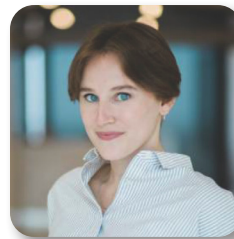
Role and Responsibility: Mandi will support strategic plans, corridor plans, and related efforts where multi-disciplinary perspectives are needed.

Relevant Experience: Mandi has led and coordinated multi-disciplinary teams and worked on comprehensive and strategic plans that integrate transit, land use, and community development. She led the Livable Centers planning study and the Main Street Improvements project in Houston and contributed to planning efforts for SEPTA and Trinity Metro.

45% Availability in the next year and beyond.

Madeleine Pelzel

Strategic Plan Support • Houston



Madeleine is an organizer and planner with 6 years of experience. She focuses on how public input is incorporated into technical work, ensuring engagement is in a cyclical relationship with analysis and making sure

communities see the results of their time and expertise

Role and Responsibility: Madeleine will support strategic and capital planning efforts, particularly those related to TOD and facility needs.

Relevant Experience: Madeleine combines urban design expertise, architectural education, and community organizing experience with an emphasis on TOD. She has worked on several projects with SEPTA, including the Reimagining Rail plan, Center City Vision, and the Navy Yard Transit Plan. She also contributed to the Trinity Metro Bus Network Redesign.

45% Availability in the next year and beyond.

Concordia

Bahareh Javadi

DPM Public Outreach • New Orleans



Bahareh is the Director of Co-Design at Concordia. She manages projects through all phases of engagement, design, and construction.

Role and Responsibility:

Bahareh will be Deputy Project Manager for rider engagement and public outreach, Task Lead for public engagement, and a support for capital planning.

Relevant Experience: Bahareh has managed many of Concordia's educational, institutional, and civic projects. She has led student and community engagement efforts, developed educational master plans, and managed publicly funded projects from design inception through construction. Her New Orleans projects include: City Park Master Plan, Morris FX Jeff Sr Natatorium, Living School Master Plan, NOPD 2nd District Police Station, and more.

35% Availability in the next year and beyond.

Bobbie Hill

Public Outreach Support • New Orleans



Bobbie is a Principal at Concordia with 25 years of experience in planning and community engagement.

Role and Responsibility:

Bobbie will provide key leadership and support on public engagement activities, applying her deep knowledge of best practices and the region.

Relevant Experience: Bobbie managed community engagement for the Unified New Orleans Planning project and led process design for the LA SAFE National Disaster Resilience Competition. Her Louisiana projects also include the Lincoln Beach Master Plan, Tootie Montana Museum Project, and the Louisiana Watershed Initiative.

35% Availability in the next year and beyond.

Alex Sorapuru

Public Outreach Support • New Orleans



Alex, Studio Director and Project Manager, brings over a decade of architectural and planning experience to his work at Concordia. During his time at Louisiana State University, he helped to manage the campus

woodshop, while studying resilient communities and public housing.

Role and Responsibility: Alex will provide support for public engagement and capital planning.

Relevant Experience: Alex managed Concordia's role in the City Park Master Plan and coordinated engagement. He also managed and designed the UnCommon Construction Campus and The NET School Based Health Clinic in New Orleans.

35% Availability in the next year and beyond..

George Silvertooth

Public Outreach Support • New Orleans



George, a Lafayette native, is the Swiss Army knife at Concordia, working as community engagement activity designer, planner, photographer, and graphic designer.

Role and Responsibility: George will provide support on public engagement activities, building on his past work in the region and extensive national experience.

Relevant Experience: George has worked on designing equitable and effective community engagement processes for diverse projects from navigating climate change in southern Louisiana to redefining public land use in Silicon Valley. His roles and projects include: Engagement Leader for the City Park Master Plan in New Orleans; Engagement Assistant for the LA SAFE Coastal Plan; and Engagement Assistant for a community center in California.

35% Availability in the next year and beyond.

TVG Planning

Corinne DuCré-Villavaso

Public Outreach + Data • New Orleans



Corinne is a Principal Planner with over 22 years of experience in comprehensive planning, demography, and equitable community engagement. She is a former Senior City Planner for the City of New Orleans.

Role and Responsibility: Corrine will provide local knowledge and expertise in three areas: data collection, land use analysis, and public engagement activities.

Relevant Experience: Corinne has managed major projects nationwide, including the RTA Universal Accessibility Study, City of New Orleans Heat Mitigation initiative, and City of Jackson's TOD Work Plan.

40% Availability in the next year and beyond.

Odile DuCongé-Ramsay

Public Outreach + Data • New Orleans



Odile is a Lead Data Analyst with 48 years of experience. At TVG, she serves as project manager on multidisciplinary planning and engagement projects, and provides data research and technical writing.

Role and Responsibility: Odile will provide local knowledge and expertise in three areas: data collection, land use analysis, and public engagement activities.

Relevant Experience: Odile brings skills in data analysis, reporting, and technical documentation for transportation projects. She managed the RTA Universal Accessibility Study, led community outreach for the Lincoln Beach Redevelopment Master Plan, and co-managed the HOPE Supplier Diversity Pilot Program.

60% Availability in the next year and beyond.

Waggonner & Ball

Andy Sternad

Capital Planning Support • New Orleans



Andy is the Principal and Business Unit Leader of Waggonner & Ball's resilience practice and he focuses on urban- and building-scale solutions that reveal the character of place and integrate issues of climate,

nature, economy, and people.

Role and Responsibility: Andy will provide key support to the capital planning team with architectural expertise and experience in NEPA, ADA, and Section 106 compliance.

Relevant Experience: Andy was a lead author of the Greater New Orleans Urban Water Plan. He managed the firm's Water As Leverage project in Chennai, India and he led the 80-acre Gretna City Park resilient stormwater redesign.

40% Availability in the next year and beyond.

Jaime Rami Diaz

Capital Planning Support • New Orleans



Jaime Ramiro Diaz (Rami) is an architectural and urban design leader of Waggonner & Ball's resilience and Living With Water® practice. Rami is an expert at integrating architecture, landscape, and water system challenges into

innovative solutions that capture the spirit of place.

Role and Responsibility: Rami will provide key support to the capital planning team, with architectural expertise and local experience in resilience and conceptual design.

Relevant Experience: Rami helped lead the Greater New Orleans Urban Water Plan and has played a key role in major local stormwater master plans and the design of the US Custom House Repairs and Alterations and Academy of the Sacred Heart Arts and Athletics Center.

40% Availability in the next year and beyond.

WBA Research

Kevin Pullis

Surveying Lead • Lanham, MD



Kevin is Vice President at WBA Research with 29 years of professional experience and he leads a wide range of market research for transit agency clients across the US.

Role and Responsibility:

Kevin will be task leader for surveying, particularly Origin-Destination (OD) Surveys, APC certification, and other scientific surveying.

Relevant Experience: Kevin has led OD surveys for the Maryland Transit Administration, WMATA, LYNX in Orlando, and many others. Kevin has worked with JWA on surveying in Louisville, KY; Suffolk County, NY; and for PSTA in Florida. Kevin has also led NTD reporting for multiple Northern Virginia agencies and APC certification for a range of agencies in the US.

25% Availability in the next year and beyond.

William Bohner

Surveying Support • Lanham, MD



Billy is a Research Director with WBA with 9 years of experience and has managed a range of transit surveying projects.

Role and Responsibility:

Billy will provide key support in surveying and lead some surveying tasks.

Relevant Experience: Billy has been the primary project manager or assistance project manager for multiple transit surveying efforts including the TARC riders survey for JWA, the DASH ride check in collaboration with JWA, King County Metro Access Rider Survey, SEPTA Customer Satisfaction survey, and various O-D surveys and customer satisfaction surveys for major US agencies.

35% Availability in the next year and beyond.

Rockland Planning

LaVerne Collins

Financial Forecasting • Harrisburg, PA



LaVerne has over 40 years of experience in public transportation, specializing in financial analysis, paratransit fare structure analysis, and procurement assistance.

Role and Responsibility:

LaVerne will provide expertise on transit cost forecasting, grants applications, and departmental processes and procedures.

Relevant Experience: As a Public Transportation Division Chief at PennDOT, LaVerne managed grant programs valued at over \$1 billion annually, handled financial oversight of state funding and led the Bureau in re-engineering grant programs to reduce the number of applications and to transition to an electronic grants management system.

50% Availability in the next year and beyond.

Toby Fauver

Financial Forecasting • Harrisburg, PA



Toby has over 25 years of professional experience in financial planning, policy, legislative efforts and stakeholder engagement.

Role and Responsibility:

Toby will provide expertise on transit cost forecasting and related policy areas.

Relevant Experience: Toby has advised agencies on capital issues, public funding formulas, matching issues, and new project funding. Toby was Deputy Secretary for Multimodal Transportation for the PennDOT for 12 years. As Deputy, he was responsible for a \$2 billion program, including public transportation, intercity passenger rail, rail freight, ports, and bicycle and pedestrian investments.

50% Availability in the next year and beyond.



A

Exhibit A

Rate Sheets + Schedules

Proposed Rates

The following pages include our proposed rates by firm and by staff classification for each firm. We believe these rates are reasonable and competitive for the quality of work that our team produces. At JWA we also ensure that in our planning work there is a reasonable balance between hours for junior and senior staff and we are judicious in how much time we budget for specialist staff, like Jarrett, who can provide substantial value in relatively few hours. Normally, most projects we scope with clients have more than 50% of hours in the more junior level staff categories to ensure a reasonable cost and quality of work.

These rates would be applicable for the first year of the contract and we would propose a 4% escalation at the beginning of each new contract year.

Direct costs would be billed separately and reimbursed by the RTA at cost, with appropriate documentation and our team will strive to ensure that direct costs are within reasonable standards and in line with RTA policies.

As this contract may include substantial subcontractor pass-through work, JWA is requesting a 3% mark-up on subconsultant costs for any task order where a majority of work is completed by a subconsultant. We request this to ensure reasonable compensation for the administrative and related costs of pass through work.

Rate Sheets

JWA

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Contract Manager	\$89.36	\$48.88	\$120.48	\$258.71
Deputy Project Manager	\$73.89	\$40.41	\$99.62	\$213.92
Network Design Lead	\$110.81	\$60.61	\$149.40	\$320.81
QA/QC Manager	\$71.92	\$39.34	\$96.96	\$208.22
Senior Analyst II	\$63.82	\$34.91	\$86.04	\$184.77
Senior Analyst I	\$58.31	\$31.89	\$78.61	\$168.82
Junior Analyst II	\$48.12	\$26.32	\$64.88	\$139.32
Junior Analyst I	\$41.54	\$22.72	\$56.00	\$120.27
Accounts Manager	\$47.23	\$25.83	\$63.68	\$136.74
Administrative Support	\$30.03	\$16.43	\$40.49	\$86.94

Adaptations Strategies

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Transit Scheduling & Operations Specialist	\$ 112.50		\$ 37.50	\$ 150.00
Project Manager	\$ 131.25		\$ 43.75	\$ 175.00
Transportation Planner	\$ 112.50		\$ 37.50	\$ 150.00

Huitt-Zollars

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Principal	\$119.60	\$97.61	\$177.49	\$394.69
Project Manager	\$74.47	\$60.77	\$110.51	\$245.76
Lead Designer	\$84.24	\$68.75	\$125.01	\$278.00
Sr. Planner	\$95.00	\$77.53	\$140.98	\$313.51
Planner	\$48.51	\$39.59	\$71.99	\$160.09
Jr. Planner	\$40.04	\$32.68	\$59.42	\$132.14
Sr. Designer	\$50.96	\$41.59	\$75.62	\$168.17
Sr. Engineer	\$109.20	\$89.12	\$162.05	\$360.37
Engineer	\$78.00	\$63.66	\$115.75	\$257.41
Project Support	\$31.20	\$25.46	\$46.30	\$102.96

Concordia

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Principal-in-Charge	\$100.00	\$96.00	\$104.00	\$300.00
Principal	\$85.00	\$80.00	\$85.00	\$250.00
Director	\$74.25	\$72.00	\$78.75	\$225.00
Senior Advisor	\$130.00	\$0.00	\$70.00	\$200.00
Sr. Project Manager	\$57.75	\$56.00	\$61.25	\$175.00
Sr. Project Architect/Planner	\$57.75	\$56.00	\$61.25	\$175.00
Project Manager	\$49.50	\$48.00	\$52.50	\$150.00
Project Architect/Planner	\$49.50	\$48.00	\$52.50	\$150.00
Designer/Planner III	\$39.60	\$38.40	\$42.00	\$120.00
Designer/Planner II	\$36.30	\$35.20	\$38.50	\$110.00
Designer/Planner I	\$33.00	\$32.00	\$35.00	\$100.00
Administration	\$24.75	\$24.00	\$26.25	\$75.00

Waggonner & Ball

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Principal	\$ 325.00		\$48.75	\$373.75
Senior Architect	\$ 250.00		\$37.50	\$287.50
Architect	\$ 185.00		\$27.75	\$212.75
GIS Analyst	\$ 175.00		\$26.25	\$201.25
Senior Designer	\$ 150.00		\$22.50	\$172.50
Designer	\$ 125.00		\$18.75	\$143.75
Intern	\$ 100.00		\$15.00	\$115.00
Accounting	\$ 110.00		\$16.50	\$126.50
Clerical	\$ 80.00		\$12.00	\$92.00

TVG Planning

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Principal	\$110.00		\$110.00	\$220.00
Associate Engineer & Data Analyst	\$65.00		\$71.50	\$136.50
Project & Program Manager/Creative Director	\$52.50		\$60.50	\$105.50
Project Support Coordinator/Admin	\$25.00		\$45.00	\$70.00
Organizational Development & Change Management Consultant	\$95.00		\$60.00	\$155.00
Communications & Content Strategist	\$42.50		\$50.00	\$92.50

WBA

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Project Manager	\$40.38	\$64.70	\$10.51	\$115.59
Research Director	\$40.38	\$64.70	\$10.51	\$115.59
Research Manager	\$29.81	\$47.76	\$7.76	\$85.33
Research Associate	\$28.13	\$45.07	\$7.32	\$80.52
Director of Data Management	\$57.69	\$92.44	\$15.02	\$165.14
Programmer	\$33.00	\$52.88	\$8.59	\$94.47
Field Director	\$41.35	\$66.26	\$10.76	\$118.37
Field Manager	\$24.04	\$38.52	\$6.26	\$68.82
Field Supervisor	\$20.00	\$32.05	\$5.21	\$57.25
Field Interviewer	\$19.00	\$30.44	\$4.95	\$54.39
Telephone Interviewer	\$16.00	\$25.64	\$4.16	\$45.80

Rockland Planning

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit	E. Fully Loaded Hourly Rate (Total proposed billable rate to RTA) (B + C + D)
Principal	\$89.49	\$49.22	\$65.28	\$203.99
Senior Transit Planner	89.49	\$49.22	\$65.28	\$203.99
Planner	49.75	\$27.36	\$36.29	\$113.41



B

Key Personnel Resumes

Scudder Wagg

Role: Contract Manager

Scudder Wagg is President of Jarrett Walker + Associates and is based in its Arlington, Virginia office. Scudder has a broad range of transit and transportation planning experience across two decades of consulting work, including contract and project management for large on-call contracts and complex multi-disciplinary teams. As a project manager, he specializes in transit network design and service planning and has led bus network redesign projects, long-range transit vision plans, regional transportation-land use workshops, and public and stakeholder engagement on a range of transit and transportation planning projects.

On-Call Contract Management

As principal-in-charge or contract manager, Scudder has handled major contracts, including on-call contract scoping and budgeting for major on-call contracts for multiple clients.

- As transit planning lead under the TARC (Louisville, KY) IDIQ contract, Scudder led scoping and budgeting for the TARC 2025 bus network redesign, the Title VI Policy Review study, and the Downtown Transit Center Location Study. (2023-present)
- Through an on-call contract with HNTB, Scudder handled contract management, task scoping, and budgeting for JWA's long running work to assist MARTA with its bus network redesign. (2023-present)
- As contract manager, Scudder has handled scope and budget negotiations for on-going service planning support tasks for Suffolk County through an on-call contract under VHB. (2023-present)
- As a key subconsultant lead, Scudder has worked with Michael Baker International to scope, budget, and contractually manage a series of task orders to support GRTC with various service planning and board facilitation tasks. (2023-2025)
- With prior firm, Scudder was the contract manager for the Virginia DOT Transportation Mobility Planning Division On-Call Planning Contract where he led scoping, budgeting, and task order management for a multi-million dollar contract. (2015-2017)

Public Transit Planning + Network Design

As project manager, or transportation planner, Scudder has directed transit and multimodal planning projects and assisted in many others, including:

- As project manager, led the service planning of the TARC 2025 network redesign, guiding the conceptual and final networks where TARC needed to significantly cut service. (2024–2025)



Education

Master of Urban and Regional Planning, Virginia Commonwealth University, 2008

Bachelor of Arts, History and Political Science, Queens University of Charlotte, 2001

Positions Held

2024–present
President + Principal,
Jarrett Walker +
Associates
(Arlington, VA)

2017–2024
Principal Associate,
Jarrett Walker +
Associates
(Arlington, VA)

2005–2017
Project Manager
and Transportation
Planner, Michael Baker
International
(Richmond, VA)

- ❑ Leading the development of a long-range transit vision for Greensboro, North Carolina, including the public conversation around a referendum for new investment. (2023–2025)
- ❑ Directed the service planning, facilitating development of the Draft and Final Networks and supporting Board approval in June 2025 for MARTA's (Atlanta) network redesign. (2023–2025)
- ❑ Leading service planning and stakeholder engagement for the Regional Transit Vision Plan for the Charlottesville, Virginia region (2020–2022)
- ❑ Supporting the service planning and financial planning for the update of the Orange County, North Carolina Transit Plan to shift focus to operating improvements and BRT investments (2020–2022)
- ❑ Overseeing, as Principal-in-Charge, the stakeholder engagement and network design for the Knoxville Comprehensive Operations Analysis and Regional Study (2021–2023)
- ❑ Managing the network planning, policy conversations, and stakeholder engagement for the Miami-Dade Better Bus Project (2019–2021)
- ❑ Leading the development of a 10-year transit plan for the Columbia, SC region (2019–2022)
- ❑ Leading network design and planning for the Alexandria Transit Vision (ATV) for the City of Alexandria and DASH including stakeholder engagement. (2018–2020).
- ❑ Guiding policy conversations, stakeholder engagement, and transit service planning for a multimodal redesign of the Broadway Corridor in Louisville, Kentucky (2019–2022)
- ❑ Leading the analysis and writing of the Philadelphia Bus Network Study (2017–2018)
- ❑ Directing a network redesign and expansion plan for the City of Memphis Transit Vision process as part of Memphis 3.0, its award-winning new comprehensive plan (2017–2018)
- ❑ Leading the network planning for a system redesign in Palm Beach County, Florida (2017)
- ❑ Leading network planning for the GRTC Transit Development Plan with a focus on major expansion options in Henrico County (2017–2018)
- ❑ Supporting the Alternatives Analysis and Environmental Assessment for the Pulse BRT in Richmond, Virginia, including developing the successful TIGER grant (2011–2015) (with prior firm)

Stakeholder + Public Engagement + Training Workshops

Scudder has led and facilitated many stakeholder workshops, public meetings, and network design training sessions as part of his network planning projects, including:

- ❑ Leadership Greater Washington, Network Design Workshop (2024 & 2023)
- ❑ Virginia Tech Transit 2-Day Network Design Course (2022 & 2019)
- ❑ Miami-Dade Better Bus Network, Stakeholder Workshop (2019)
- ❑ Halifax, Nova Scotia Planning Staff Training Program on Transit Network Design (2018)

Jarrett Walker

Role: Network Design Expert

Jarrett Walker is an international consultant in public transport planning and policy, including the links between transport and all aspects of community planning and urban structure. His clients include transport authorities, cities, developers, and non-profits—anyone who wants to make better use of public transport to support their goals.

In 30+ years of consulting, Jarrett has been the lead planner on more than 100 public transport planning projects in North America, Europe, Australia, and New Zealand. Jarrett is also known for his work educating stakeholders about the choices that public transport requires, building clear public consultation processes, and helping organizations form coherent and implementable transport goals.

Transit Network Design Studies

Since 1993 Jarrett has led the planning on about 100 bus network redesigns, most of them successfully implemented, including recent ones in Houston (2013–2015); Dublin (2017–2020); San Jose and Silicon Valley (2018–2020); Auckland, New Zealand (2015–2021), Cleveland (2019–2022), Dallas (2018–2022), Miami (2022) and many others.

Transit Expansion Programs

Jarrett has led the transit planning behind many successful funding proposals for transit expansions, including Raleigh, North Carolina (2016) and Indianapolis, Indiana (2016).

Transit Infrastructure + Land Use

Jarrett has worked on many projects integrating transit infrastructure with land use—including major transit station projects in Vancouver and Surrey, BC, and Edmonton, Alberta. He frequently provides input on the design of transit facilities to improve transit service performance.

Publications

Book: Human Transit: How Clearer Thinking about Public Transit Can Enrich Our Communities and Our Lives. 2011 (first edition), 2024 (revised edition).

Scholarly Papers:

2008. “Purpose-driven public transport: creating a clear conversation about public transport goals.” *Journal of Transport Geography*, 16 (6): 436-432.

2018. “To Predict with Confidence, Plan for Freedom,” *Journal of Public Transportation*, 21 (1): 119-127



Education

Ph.D., Humanities + Theatre Arts, Stanford University, 1996

Bachelor of Arts (cum laude), Mathematics + Computer Science, Pomona College, 1984

Positions Held

2011–present
Founded Jarrett Walker + Associates (Portland, OR)

2006–2011
Senior Consultant, MR Cagney Consultants (Sydney + Brisbane, Australia)

2005–2006
Policy + Planning Specialist, TransLink (Vancouver, British Columbia)

1991–2005
Partner at Nelson/ Nygaard (San Francisco, CA + Portland, OR)

Daniel Costantino

Role: QA/QC Manager

Daniel Costantino is a JWA principal, project manager, and transit network designer. His 15+ year career has focused on how to plan and design coherent networks that improve people's lives. Daniel assists clients in understanding and interpreting transit system performance, redesigning transit networks, and managing the public and policy-maker conversations that are integral to the success of transit plans. His clients have included local and regional transit agencies, city and state governments, and private companies in the US and abroad. Daniel is a native speaker of English and French. He can also read and hold working-level conversations in Spanish.

Experience

- Consultant project manager and lead planner for bus network redesigns in **Dublin, Ireland** (2017–2019, phased implementation); **Monterey County, CA** (2020–2022, implemented Dec. '22); **Santa Cruz County, CA** (2022–2023, phased implementation); **Madison, WI** (2020–2022, implemented June '23); **Limerick, Ireland** (2022–2023, implementation pending); and **Kansas City, MO** (2019–2020, partially implemented in '22).
- Consultant project manager and lead planner for a comprehensive six-county bus network review in the **Chicago suburbs** for Pace Suburban Bus (2023–present).
- Assisted the City of **Anchorage, AK** in evaluating options and developing operational concepts to potentially relocate its Downtown Transit Center (2023–2024).
- Assisted consultant team in evaluating potential service impacts of BEB electrification with service planning options for the King County Transit System Electrification Plan in **Seattle, WA** (2022–2023).
- Led development of the Long-Range Regional Transit Plan for the Pima Association of Governments in **Tucson, AZ** (2018–2020).
- Managed a detailed analysis of CTA's transit network in **Chicago, IL** for the Bus Vision Study (2019–2023).
- Managed development of a long range transit master plan for rural **Josephine County, OR** (Grants Pass area) (2016–2017).
- Developed, analyzed and presented new routing patterns to reduce bus volumes on key downtown streets in **Seattle, WA** (2016).
- Managed LEED certification process for urban development projects in **Morocco**, while at E&E (2010–15). Coordinated with clients, consulting firms, subcontractors and construction firms from multiple countries (France, Spain, US, Morocco) working in multiple languages.



Education

Master of Urban and Regional Planning, Portland State University, 2009

Bachelor of Arts (First-Class Honors), Geography, McGill University, 2005

Positions Held

2016–present
Principal Associate, Jarrett Walker + Associates (Portland, OR)

2010–2015
Planner, Ecology and Environment Inc. (E&E) (Oregon and Morocco)

2009–2010
GIS Technician, Transportation Modeling Division, Metro (Portland, OR)

2006–2007
Transportation Analyst, KFH Group (Bethesda, MD)

Martin Barna

Role: DPM Service Planning

Martin is an experienced transit planner based in Washington, DC with a focus on operations planning and the network redesign implementation projects. He brings nearly 15 years of experience working at public transit agencies in Northern Virginia and the San Francisco Bay Area. Martin is an effective project manager who understands the importance of public transit in building stronger communities and improving overall quality of life. He possesses a Commercial Driver's License (CDL) to operate transit buses, and was recognized as one of Mass Transit Magazine's 40 Under 40 honorees in 2023.

Transit Planning Experience

Martin led the following projects during his recent tenure with DASH:

- Alexandria Transit Strategic Plan (ATSP). Martin developed the agency's ten-year strategic plan, including extensive service analysis, budget projection, fleet planning and public outreach.
- West End Transitway Operating Plan. Martin led DASH planning for West End Transitway BRT operations.
- Blue Line Shuttle. Martin led planning for special DASH shuttle service during extended Metrorail closure, including major temporary staff and fleet augmentations that grew agency size by 50%.
- Other DASH Projects. Martin led planning for the DASH Zero-Emissions Fleet and Free Fares Program.

Bus Network Redesign Implementations

Martin has led or played critical support roles in several recent bus network redesign projects:

- New TARC Network. Martin is serving as project manager for the implementation of the New TARC Network in Louisville, Kentucky. The newly-redesigned bus network will launch in Summer 2026.
- Alexandria Transit Vision (ATV) Plan. Martin led project to establish a long-term vision for the City of Alexandria's bus network. This work included multiple rounds of network design, service planning, public engagement and presentations to Alexandria City Council and the DASH Board of Directors.
- New DASH Network. Martin led the implementation of the New DASH Network, including all planning, marketing and outreach activities. The implementation period began in late 2020 and culminated with the launch of the New DASH Network in September 2021.
- VTA Next Network. Working closely with JWA team, Martin managed the Service & Operations Planning aspects of VTA's bus network redesign project in San Jose, California.



Education

Master of Science,
Transportation
Management, Mineta
Transportation
Institute, San Jose, CA,
2012

Bachelor of Science,
Urban + Environmental
Planning, University of
Virginia, 2006

Positions Held

2025–present
Principal Associate,
Jarrett Walker +
Associates
(Arlington, VA)

2016–2025
Director of Planning &
Marketing, Alexandria
Transit Company
(DASH) (Virginia)

2015–2016
Bus Operations
Coordination
Supervisor, Fairfax
County DOT (Fairfax
Connector) (Virginia)

2012–2016
Transit Service
Development
Supervisor, Santa Clara
Valley Transportation
Authority (VTA)
(California)

Michelle Poyourow

Role: Planning + Policy Support

Michelle Poyourow manages transit network plans and facilitates public conversations about transit. Her analysis and planning experience spans bus network design; rail and bus integration; shuttle systems; transit operations and scheduling; flexible and rural transit; integrated land use and transit policy; and the design of complete streets for transit and cycling.



Transit Network Plans

Michelle has managed whole-network plans and redesigns for mid-size and larger cities including:

- ☐ Albuquerque, New Mexico (2024)
- ☐ Anchorage, Alaska (2017)
- ☐ Galway and Cork, Ireland (2024)
- ☐ Richmond, Virginia (2018)
- ☐ Dallas, Texas (2021)
- ☐ Salem, Oregon (2017)
- ☐ Sacramento, California (2019)
- ☐ Indianapolis, Indiana (2016)
- ☐ Atlanta, Georgia (in progress)

All of the network redesigns that Michelle managed have been successfully implemented or are in the process of implementation right now.

Michelle has also managed transit plan updates for many small cities and rural areas, including:

- ☐ Missoula, Montana (2018)
- ☐ Oregon (2015-2019)
- ☐ Waterford, Ireland (2024)
- ☐ Flagstaff, Arizona (2017)
- ☐ Kingsport, Tennessee (2021)
- ☐ Wilsonville, Sandy and Canby, Oregon
- ☐ Boulder, Colorado (2019)
- ☐ Princeton, New Jersey (2020)
- ☐ Marion and Polk Counties,

Specialized Transit Planning + Facilitation

Michelle provides specialized services across many JWA projects such as:

- ☐ Training Boards of Directors, agency partners, elected officials and stakeholders in transit issues.
- ☐ Analyzing university transportation services such as Princeton University's shuttles, and special city-center services such as Boulder's "HOP" loop.
- ☐ Advice on public-facing transit maps, route information and service brands.
- ☐ Land use and development advice to help cities grow in shapes that transit can serve efficiently.

Education

Bachelor of Arts,
Biology, Reed College,
2003

Positions Held

2013–present
Principal Associate,
Jarrett Walker +
Associates
(Portland, OR)

2010–2013
Owner, Poyourow
Consulting
(Portland, OR)

2006–2010
Advocacy Director,
Bicycle Transportation
Alliance (Portland, OR)

2004–2006
Economist, Public
Power Council
(Portland, OR)

Evan Landman

Role: Data + Reporting Task Lead

Evan Landman is a principal and project manager who fills a wide range of roles at Jarrett Walker + Associates, including managing major network design studies, leading the firm's technical development, and graphic design and cartography.

In his 10 years with JWA, Evan has led the development of all of JWA's signature spatial analysis, cartography and visualization techniques. Evan has a rare ability to turn columns of data into compelling visual and narrative explanations that help people understand how transit works and the choices it presents.

Major Project Experience

Evan has been engaged in all phases of JWA's major transit planning projects, as a project manager, lead analyst, and planner. Examples include:

▲ = implemented, ● = project manager

- **Akron, OH**, Akron METRO Reimagine METRO (2021–2023) ▲ ●
- **Portland, OR**, TriMet Comprehensive Service Analysis (Forward Together) (2021–2023) ▲
- **Chicago, IL**, CTA Bus Vision Study (2020–2021)
- **Portland, OR**, PBOT Rose Lanes Project (2019–2021) ●
- **Salt Lake City, UT**, UTA Service Choices (2018–2020) ●
- **Cleveland, OH**, RTA System Redesign Study (2019–2020) ● ▲
- **Dublin, Ireland**, BusConnects network redesign (2017–2019) ▲
- **Vancouver, BC**, TransLink Bus Improvement Plan (2017–2018) ▲
- **San Jose, CA**, Transit Ridership Improvement Program (2015–2017) ▲
- **Houston, TX**, METRO Transit System Reimagining (2013–2015) ▲

Project Management

Evan has successfully managed many projects at JWA, with a wide range of scopes. These range from highly technical studies like JWA's role on PBOT's Rose Lanes initiative in Portland, where JWA developed an innovative set of job access equity measures for a transit priority program, to more conventional network redesign studies or operational assessments for Portland's TriMet, Akron METRO, Cleveland's RTA, UTA in Salt Lake City, among others. Because Evan is both a skilled project manager and the firm's lead analyst and technical expert, he has a unique capacity to understand every part of a project from its most abstract or procedural elements to its most detailed, data-intensive pieces.



Education

Bachelor of Arts, Human Geography (Urban Studies), The University of British Columbia, 2013

Positions Held

2013–present
Principal Associate, Jarrett Walker + Associates (Portland, OR)

2012–2013
Council Policy Assistant, Metro (Portland, OR)

Ricky Angueira

Role: Maps + Graphics Task Lead

Ricky Angueira is a JWA principal and project manager. He focuses on facilitating conversations about public transit by clearly communicating choices and navigating the local politics of each community. Rick manages transit planning projects including transit network redesigns, long-range plans, stakeholder workshops and courses, and producing public-facing materials. Ricky was recognized in Mass Transit Magazine's 2024 40 Under 40. He has experience in North America, Puerto Rico, the United Kingdom, and Spain. Ricky has helped cities make decisions about transit in both English and Spanish.

Transit Network Plans

Ricky has taken a lead role in many transit planning projects, including:

- Project Manager for full bus network redesign projects in Des Moines, Iowa; St Petersburg, Florida; Knoxville, Tennessee; and Williamsburg, Virginia.
- Deputy Project Manager for the restoration of transit service post-COVID in San Francisco, California, and full bus network redesign projects in Miami, Florida; Alexandria, Virginia; and Columbia, South Carolina.
- Project Manager for public-facing transit network maps and other public information in San Juan, Puerto Rico; San Antonio, Texas; Boise, Idaho; Oakville, Ontario; and Cambridge, England. He was also a cartographer for projects in Miami, Florida; Suffolk County, New York; AC Transit, California; and Monterey-Salinas Transit, California.

Facilitation

Ricky often facilitates stakeholder workshops, public meetings, and discussions among appointed and elected officials in both English and Spanish, including:

- Stakeholder workshops and trainings in Des Moines, Iowa; St Petersburg, Florida; Knoxville, Tennessee; Williamsburg, Virginia; Columbia, South Carolina; Virginia Tech (one-credit graduate course), and Leadership Greater Washington.
- Board presentations for key decision making in Des Moines, IA; St Petersburg, Florida; Knoxville, Tennessee; Williamsburg, Virginia; and Columbia, South Carolina.
- Frequent transit planning talks and discussions, including in Washington, DC; San Juan, Puerto Rico; and Madrid, Spain (Universidad Politécnica de Madrid).



Education

Master of Urban and Territorial Planning, Universidad Politécnica de Madrid, 2015

Master of Science, Transportation and Urban Engineering, University of Connecticut, 2014

Bachelor of Science, Civil Engineering, Universidad de Puerto Rico, Mayagüez, 2012

Positions Held

2025–present
Principal Associate,
Jarrett Walker +
Associates
(Arlington, VA)

2019–2025
Senior Associate,
Jarrett Walker +
Associates
(Arlington, VA)

2016–2019
Transportation Planner,
VHB (Washington, DC)

Mihir Bhosale

Role: Planning + Data Support

Mihir Bhosale a skilled data analyst, data visualizer, and web designer based out of JWA's Washington, DC area office. He spearheads JWA's interactive online maps and data visualizations. He also plays a key role in planning and scheduling, and assists in project management and outreach tasks.



Data Analysis and Network Planning Expertise

Mihir is skilled in analyzing diverse sets of transit and demographic data, extracting useful insights, and making attractive and informative maps and visualizations (both static and interactive). Mihir often provides critical input for service planning, complex timetable scheduling and blocking, and network implementation support.

Mihir has led JWA's analysis on several projects, including:

- **Louisville, KY:** TARC New Network Implementation (2024–present); TARC 2025 (2024–2025); Broadway All The Way (2019–2022)
- **Suffolk County, NY:** Reimagine Transit Redesign (2020–2022); Implementation Support (2023–present)
- **Greensboro, NC:** GoBORO 2045 Long Range Public Transport Plan (2023–2025)
- **Cork, Galway, and Limerick, Ireland:** BusConnects Network Redesigns (2021–2023)
- **Charlottesville Area, VA:** Regional Transit Vision (2021–2022)
- **Princeton, NJ:** Princeton University Campus Mobility Framework (2019–2021)

Interactive Tools and Web Development Skills

Mihir leads the creation, maintenance, and efficient deployment of JWA's various public-facing and internal web-based tools and websites, including:

- Online itinerary planning and trip comparison tools: [Montreal](#), [Miami-Dade](#), [Suffolk County](#)
- Public-facing online network maps and access change viewers: [Cork](#), [Suffolk County](#), [Dallas](#)
- Project websites: [Princeton Campus Mobility Framework](#), MARTA 2040 NextGen Bus
- Pedestrian and vehicular traffic count viewer: [Princeton University](#)
- Internal demographic and transit data viewers
- Internal Wiki and resource pages

Education

Master of Science in Transportation, Massachusetts Institute of Technology, 2019

Bachelor of Technology in Civil Engineering, Indian Institute of Technology Bombay, 2017

Positions Held

2021–present
Senior Associate, Jarrett Walker + Associates (Arlington, VA)

2019–2021
Associate, Jarrett Walker + Associates (Arlington, VA)

2017–2019
Research Assistant, Massachusetts Institute of Technology

Technical Skills

Data Analysis
R, Python, SQL

Web Development Languages and Tools
HTML, CSS, Javascript, JQuery, AWS, Mapbox, Bootstrap, React

Manuel Soto

Role: Planning Support

Manuel is a transit operations and mobility specialist with 25 years of experience in transit network design, operations analysis, and strategic planning. He has assisted transit agencies across the country in planning and implementation of fixed routes, shuttles, demand response, and microtransit services. Manuel has also conducted many successful transportation demand management (TDM) programs.

Transit Network Plans

Manuel has managed dozens of transit network redesigns, working with systems of all sizes, including:

- Los Angeles, California (2001–2006)
- San Bernardino, California (2002–2003)
- Baltimore, Maryland (2005–2006)
- Honolulu City/County, Hawai'i (2010–2011)
- Cincinnati, Ohio (2011–2012)
- New Orleans, Louisiana (2011–2012)
- Richland-Kennewick, Washington (2015–2016)
- Port Angeles, Washington (2020–2021)
- Mankato, Minnesota (2023–2024)
- Yucca Valley, California (2024–2025)
- Imperial Valley, California (2025–2026)
- Coachella Valley, California (2025–2026)

New Transit Service Implementation

Manuel has supported the implementation of new services, including guiding vehicle selection and implementation of fare collection, vehicle location tracking, and passenger counting systems, including for:

- Microsoft Connector Bus, Seattle (2007–2016)
- Seattle Children's Hospital (2009–2015)
- Fresno County Rural Microtransit (2018–2020)
- Monmouth-Independence Trolley (2021–2025)

Shuttles, First/Last Mile Service and Campus Mobility Planning

Manuel has led many shuttle-service planning and redesign projects for downtown districts, medical centers, universities, and Fortune 500 corporations such as Amazon, Boeing, Microsoft, and Nike. Manuel has also led campus-wide mobility strategies to reduce drive-alone commuting and parking demand, and increase use of active transportation modes.



Education

Master of Arts—Urban Planning, University of California, Los Angeles
2001

Urban Economics—Diploma, Universidad Católica de Chile, Santiago
1995

Architecture—Degree, Universidad Católica de Chile, Santiago
1992

Positions Held

2024–present
Principal Associate, Jarrett Walker + Associates
(Seattle, WA)

2022–2024
Principal Planner, Toole Design Group
(Seattle, WA)

2017–2022
Senior Consultant, Walker Parking Consultants
(Seattle, WA)

2015–2017
Director of Planning, MTR Western
(Seattle, WA)

Shreya Jain

Role: Planning + Data Support

Shreya Jain is a transit planner and data analyst at Jarrett Walker + Associates. Through her work on municipal planning, programs and infrastructure at the City of Portland, as well as her educational background, Shreya has developed broad skills in stakeholder engagement, plan development, data analysis, mapping and visual communication.

Transit Network Planning + Analysis

Shreya has contributed to service planning, mapping, analysis, cost estimates, and public involvement efforts on several projects, including the following:

- **Des Moines, IA**, Reimagine DART Network Plan (Lead Analyst)
- **Canby, OR**, Transit Master Plan (Lead Analyst)
- **Solano County, CA** SolTrans Comprehensive Operational Analysis (Lead Analyst)
- **Portland, OR**, TriMet Forward Together Long Range Plan
- **South Bend, IN**, Connect Transit Comprehensive Operational Analysis
- **Albuquerque, NM**, ABQ RIDE Forward Network Plan
- **Greensboro, NC**, GoBORO Long Range Transit Plan

Cartography + Design

Shreya has contributed cartography and graphic design services for JWA projects including:

- **Portland, OR**, TriMet Forward Together Long Range Plan: Shreya worked on mapping efforts involving a significant expansion and redesign of service for TriMet.
- **Santa Cruz, CA** Reimagine METRO: Shreya supported the development of public-facing transit network maps and individual route maps for METRO's bus rider's guide.
- **Wilsonville, OR** SMART Transit Master Plan: Shreya led the development of planning maps and public-facing transit maps for this project.



Education

Master of Urban & Regional Planning, Portland State University, 2020

Bachelor of Science, Environmental Science, Portland State University, 2017

Positions Held

2022–present
Senior Associate, Jarrett Walker + Associates (Portland, OR)

2021–2022
Associate, Kearns & West (Portland, OR)

2019–2021
Planning Assistant, Portland Bureau of Transportation (Oregon)

PJ Houser

Role: Maps + Graphics Support

PJ Houser is a transit analyst and cartographer at Jarrett Walker + Associates. PJ provides data analysis, graphic design, and network design services to JWA clients. She develops new techniques for illustrating transit principles to lay-people, and helps clients see patterns and trends within their data. Her detail-oriented approach makes for both beautiful visuals and precise analysis.

Data Analysis + Network Planning Experience

PJ utilizes transit and demographic data to support JWA's network planning efforts. She has extensive experience working with complex data sets, and frequently analyzes access, proximity, service outputs, costs, and more.

PJ led JWA's analysis on the following projects:

- 2025 Network Review, Tel Aviv, Israel (2022–present)
- RideKC Network Redesign, Kansas City, MO (2019–2022)
- MARTA 2040 Bus Network Design, Atlanta, GA (2021–present)
- Memphis Transit Vision, Memphis, TN (2017–2019)
- SFMTA Post-Covid Network, San Francisco, CA (2021–present)
- Sandy Transit Master Plan, Sandy, OR (2016–2019)

PJ has also assisted in analysis for other JWA projects, such as: Dublin, Ireland; Philadelphia, PA; Chicago, IL; and Alexandria, VA. She also developed and ran a Title VI methodology for Indianapolis, IN.

Visualization–Cartography, Graphic Design, + Web Maps

PJ leads the firm in graphic design and cartography. Her work includes:

- Lead designer on a new public-facing system map for AC Transit in the East Bay, CA (2021)
- Interactive web maps for Tel Aviv, Israel; Dublin, Ireland; Northern Ireland; Atlanta, GA; Memphis, TN; Philadelphia, PA; and more
- Planning and network maps for: Dublin, Ireland; Salt Lake City, UT; Eugene, OR; Memphis, TN; San Jose, CA; Alexandria, VA; Indianapolis, IN; and more
- Infographics, graphic design, and report layout for numerous projects, including a JWA guide to rural transit planning



Education

GIS Graduate Studies,
Portland State
University, 2013

Bachelor of Science,
Environmental
Studies, Portland State
University, 2011

Positions Held

2021–present
Senior Associate,
Jarrett Walker +
Associates (Portland,
OR)

2014–2020
Associate, Jarrett
Walker + Associates
(Portland, OR)

2012–2014
GIS Technician, Port of
Portland (Portland, OR)

2010–2012
Regional Trip Planner
Lead Intern, TriMet
(Portland, OR)

Ed Dornheim

Role: Scheduling Task Lead

With 47 years of experience, Ed is a recognized authority in transit service planning and implementation. He has a strong track record of collaborating with government agencies on projects including rail, BRT, and local bus services, and his expertise in scheduling, runcutting, and statistical analysis enables him to create efficient schedules using Trapeze™ Scheduling Software, specifically the FX and Blockbuster modules. Having served as the Chief Schedule Maker for SEPTA, Ed has worked with numerous agencies, such as Fresno (FAX) and Des Moines (DART), providing essential support and training. He is also a published author for Mass Transit Magazine, addressing key challenges in transit scheduling and implementation in articles such as “The Scheduling Conundrum in Mass Transit.”

Relevant Project Experience

Ed has provided expert leadership, scheduling, training, and support for several large agencies over the years.

- ❑ **New Orleans RTA – New Links Implementation (2022):** As Scheduling Consultant, Ed assisted the New Orleans RTA in the development and implementation of schedules and the larger service pick for the launch of the New Links network redesign. He worked with the Scheduling, Operations, and the ATU to help ensure schedules met all union and agency rules and practices.
- ❑ **New Orleans RTA – Scheduling Training (2021–2022, 2025):** As a Scheduling Instructor, Ed conducted in-person and virtual trainings for the Planning and Scheduling team on basic and advanced techniques in transit scheduling and in Trapeze.
- ❑ **SEPTA – Transit Service Optimization (2006–2015):** As the Chief Schedule Maker, Ed managed three transit districts’ scheduling and operational requirements, utilizing various equipment, including light rail, heavy rail, trackless trolley, and bus. He conducted analysis of APC and traffic checker data for ongoing route reviews, resulting in service adjustments and allocation of resources while not incurring additional costs or mileage.
- ❑ **SFMTA – Embarcadero Station Weekend Scheduling Adjustments:** Ed served as Lead Scheduler, where he was responsible for rebuilding five SFMTA weekend rail lines operating through Embarcadero Station in both directions and with proper spacing and running time.
- ❑ **Hampton Roads Transit – Design and Development Max Service:** As Project Manager, Ed applied for a CMAQ grant to offer limited-stop service to connect six cities served by HRT. He was responsible for route design and scheduling, along with equipment requirements.



Education

Bachelor of Science,
Business Management,
Philadelphia University
(now Thomas
Jefferson University)

Certifications

Professional
Certificate, Transit
Scheduling, Canadian
Urban Transportation
Association, 2016

Expertise

Transit Planning &
Policy

Transit Scheduling
& Service
Implementation

Emergency
Management

Community
Engagement &
Outreach

Data Analytics

Project Management &
Evaluation

Transit System
Comprehensive
Operations Analysis
(COA)

Vivek Shah, AICP CFM

Role: Technology + Innovation Lead

Vivek is a planner and project manager with 15 years of experience in public transit, multi-modal transportation, land use, and environmental planning, policy, and design. He specializes in transit service planning, scheduling, and implementation; qualitative and quantitative data collection and analysis; strategic and capital planning; project management; and evaluation. Past work includes transit network redesigns, disaster management, the development of capital projects such as BRT and a downtown transit hub, an overhaul of transit fare policy, and analysis of alternative fuel options, including the electrification of bus fleets.

Relevant Project Experience

Vivek has worked extensively in New Orleans on numerous projects.

- ❑ **New Links Network Redesign, RTA (2019–2022):** As Project Manager, Vivek led and managed a comprehensive planning effort and implementation of a regional, cost-neutral redesign of the transit system in an equity-focused process built around robust public engagement and data analysis.
- ❑ **Downtown Transit Center, RTA (2015; 2022):** As Lead Service & Operations Planner, Vivek led planning efforts to develop a site design and operation plan for a future downtown transit center in New Orleans.
- ❑ **Bus Rapid Transit Plan, RTA (2021–2023):** Vivek served as Lead Service and Operations Planner, overseeing the development of routing and service parameters for BRT and how the new infrastructure would impact and be integrated with existing services.
- ❑ **Fare Policy Analysis and Updates, RTA (2020–2021):** Vivek co-led the overhaul of RTA's fare policy and structure – simplifying the policy while introducing new fare types and payment options. He also oversaw the Title VI process for the new fare policy.
- ❑ **Transit Emergency Management for RTA (2020–2023):** As Lead Service & Operations Planner, Vivek led the development of emergency transit service for multiple disasters such as the Hard Rock Hotel Collapse, COVID-19 Pandemic, and Hurricane Ida. He managed the logistics of New Orleans' City Assisted Evacuation plan and framework, developed and implemented pandemic policies to protect operators and riders from infection spread, and helped develop RTA's ICS framework as ICS Operations Section Chief.

Vivek previously worked for New Orleans RTA and under Louisiana State employee ethics rules he cannot work as a consultant for RTA until after March 1, 2026. Given the timing of this proposal and likely contracting process, we anticipate that he will be clear of this ethics issue before any task orders related to his areas of work would be negotiated or started. We will be sure that he does not conduct any work for RTA before March 1, 2026.



Education

Master of Urban and Regional Planning, Transportation & Environmental, University of New Orleans, 2012

Professional Certificate in GIS & Remote Sensing, University of New Orleans, 2010

Bachelor of Arts in Anthropology, Religious Studies, and Chemical Engineering, University of Rochester, 2007

Certifications

American Institute of Certified Planners (AICP) (No. 29776), 2017

ASFPF Certified Floodplain Manager (CFM) (No. US-19-10978), 2019

Jimmy Famolare

Role: Scheduling + Planning Support

Jimmy is an operations leader with extensive experience improving the performance, safety, and reliability of transit systems in California and Massachusetts. With 33 years in fixed route, paratransit, and microtransit operations, he has managed large, unionized teams—up to 400 staff and 150 vehicles—while driving measurable gains in on-time performance, safety, and service quality. A collaborative, data-informed manager, he has modernized scheduling systems, redefined microtransit software and service delivery, strengthened incident response, and improved communication between agencies, contractors, and customers. Combining policy insight with hands-on operational expertise and an MBA in Transportation Management, Jimmy brings a leadership approach grounded in accountability, empathy, and continuous improvement. He is proficient in both HASTUS and Trapeze scheduling systems.

Relevant Project Experience

Jimmy has successfully worked on several transit systems throughout California and Massachusetts.

- ❑ **LA Metro; Transdev in Pasadena; Omnitrans in San Bernardino Valley; Paul Revere Transportation in MA – Transit Operations Leadership & Continuous Improvement** (2002–present): In the past two decades, Jimmy has directed day-to-day fixed route, paratransit, and microtransit operations. He has improved on-time performance, safety, and workforce engagement through data-driven management, cross-department collaboration, and technology integration. He also investigated and resolved customer complaints, collaborated with safety and compliance teams to address service reliability issues, and directed dispatch and emergency response. His roles included Senior Operations Manager and Scheduler-Planner.
- ❑ **SamTrans in San Mateo County; City of Santa Monica; Transdev in Pasadena; LA Metro – Tech Integration & Improvement; Reporting Enhancement** (2010–present): Jimmy coordinated implementation of planning and reporting systems to improve accuracy, transparency, and operational efficiency across departments. His roles included Operations Manager, Scheduler-Planner, and Technical Project Lead.
- ❑ **MTS in San Diego; SamTrans in San Mateo County; City of Santa Monica – COA Analysis & Implementation, Optimization, & Bus-Rail Integration** (2004–2017): Jimmy led service design, scheduling, and operator bidding for 162+ peak buses and 300+ operators. His work included cross-department collaboration for bus-rail integration and system optimization, development of RFPs for data systems modernization, and setting up KPI frameworks and dashboards. His roles included Senior Transit Scheduler-Planner and Project Lead.



Education

Master of Business Administration,
Mineta Transportation Institute, 2013

Bachelor of Science,
Bridgewater State College, 2003

Training

ENO Mid-Manager Seminars I & II, 2014, 2015

San Mateo County Leadership Institute, 2012

San Mateo County Transportation Authority Leadership Institute, 2011

Expertise

Safety & Incident Management

Training & Coaching

SOP Development & Compliance

Technology Evaluation & Optimization

Change Management

Customer Experience

Operations Planning

Service Planning & Scheduling

Tara Tolford

Role: Planning Support

Tara is a transportation and land use planner with over 15 years of experience in urban and regional planning, policy, and design. Tara specializes in qualitative and quantitative data collection and analysis, strategic planning, project management, and evaluation, and has led research with local, state, and regional government agencies to support improved policy implementation and program outcomes. Past research has included demand analysis for regional rail, development of an active transportation planning and design course curriculum, complete streets policy development and implementation, international knowledge-sharing and outreach projects, and development and application of tools in support of smart growth, growth management, and Transit-Oriented Development in Louisiana.

Relevant Project Experience

Tara has extensive experience in transportation and land use planning in Louisiana.

- **New Orleans and Baton Rouge, LA; Rails to Resilience – Evaluating Rail Terminals and Transit Links:** As Principal Investigator, Tara evaluated the multimodal linkages to and opportunities for proposed terminal sites for a potential future passenger rail connection between Baton Rouge and New Orleans, Louisiana, including design and distribution of a discrete-choice experiment survey, network modeling, and development of recommendations for stakeholders. This project was for the University of New Orleans Transportation Institute (UNOTI).
- **New Orleans, LA; Student Transportation Solutions:** As Co-Principal Investigator in a project for UNOTI, Tara reduced barriers to accessing higher education throughout New Orleans through a three-institution partnership. Her work included implementation of a travel survey and focus groups, synthesis of regional transit data, cross-sector coordination, and development of campus transportation plans for each project partner.
- **Index Development; Analyzing Human Mobility for Active Transportation Planning:** Tara was a Co-Principal Investigator in the development of an active transportation infrastructure investment index for UNOTI based on mobile mobility data and connectivity, safety, and equity factors for data-driven decision making and supplemental analysis of how COVID-19 and Hurricane Ida disrupted mobility patterns in order to inform resilience planning efforts.
- **Tool Development; Vulnerable User Risk Network Analysis Tool:** In another UNOTI collaboration, Tara was a Co-Principal Investigator in the development of a free, open-source model and online platform/tool to aid in evaluating risk for non-motorized users, guiding jurisdictions in developing a High-Injury Network, identifying target roadway segments for high-impact interventions, and quantifying societal cost of deferred action/no-build alternatives.



Education

Master of Urban and Regional Planning, Transportation & Land Use, University of New Orleans, 2011

Bachelor of Arts, Tulane, 2007

Certifications

American Institute of Certified Planners (AICP) (No. 27410), 2014

NGICP Certified Green Infrastructure Professional, 2020

Water Wise NOLA Certified Green Infrastructure Professional Level 1 (Planning & Policy), 2015

Expertise

Transit Planning & Policy

Qualitative Research Methods

Plan & Policy Analysis

Community Engagement & Outreach

Data Analytics

Project Management & Evaluation

Ken Mobley

Role: DPM Capital + Strategic Plans

Ken is an experienced rail and transit professional with over 35 years of experience. He has served as Principal in Charge, Project Manager and Subject Matter Expert for rail and transit projects in Maryland, DC, Virginia, Pennsylvania and his experience includes all modes of transportation, from bicycle and pedestrian facilities to major intercity high speed rail corridors.

Ken has managed a variety of business and market segments for rail and transit, including planning, architecture, civil engineering, landscape architecture, construction services and program management services, among others.

Ken has extensive station area planning and TOD experience. He has worked on multimodal station access guidelines for WMATA, TOD studies in Maryland, Virginia and DC and led planning task order assignments for every major transit agency in the DC area.

For the Silver Line extension in Virginia, Ken led all land use analyses for the New Starts process and then documented the ridership impacts of TOD plans in station areas as part of the environmental documentation process.

As a public engagement officer Ken has led award winning stakeholder engagement campaigns from the locality level to the highest levels of state departments of transportation.

Relevant Project Experience

- ❑ **Caroline County, VA; Transit Oriented Development Study**
- ❑ **Baltimore, MD; Maryland Transit Administration:** Ken served as the Group Director.
- ❑ **Northern Virginia; Dulles Corridor Rapid Transit DEIS / Station Area Planning**
- ❑ **Washington, D.C.; WMATA Projects:** Ken served as the Technical Advisor for both the Blue Orange Silver Line Feasibility Assessment and the Twinbrook Station Design and Evaluation Study. He also worked on the creation of the Station Access Guidelines, the Bladensburg Bus Maintenance Facility, and the Minnesota Avenue Station Access Plan in various capacities.
- ❑ **Prince Georges, MD; Capitol Heights Station TOD / Master Plan, Henson Creek Master Plan**
- ❑ **Virginia; Department of Rail and Public Transportation General Planning Contract, Rail**
- ❑ **Alexandria, VA; King Street Station Access Plan**



Education

Master of Science,
Public Policy, and
Management/Urban
Planning, Carnegie
Mellon University

Bachelor of Arts,
Davidson College

Affiliations

Urban Land Institute

COMTO

American Planning
Association

Society for American
Military Engineers

Ryan Furgerson

Role: Capital Plan Lead

Ryan Furgerson is an experienced project manager specializing in collaborative transit visioning, rail station access, and service feasibility analysis. He excels at managing budgets, workflows, and subconsultants to ensure successful project delivery. Ryan brings a unique public-private perspective, positioning him to effectively address challenges facing transit entities. As an executive at the Berks Area Regional Transportation Authority (2012-2014), he managed major capital projects and oversaw FTA compliance, including Procurement, ADA, and Title VI reviews. As a consultant, Ryan has successfully facilitated consensus across diverse steering committees and served as a technical resource for identifying optimal transit modes based on right-of-way and land use conditions.



Education

Master of City Planning, Fine Arts, University of Pennsylvania

Bachelor of Science, Michigan Technological University

Affiliations

American Institute of Certified Planners

CSX Roadway Worker Protection

Relevant Project Experience

- ❑ **Virginia Department of Transportation: Multimodal Planning On-Call Services Contract, Richmond Transit Network Plan, Travel Demand Management Study**
- ❑ **Pennsylvania Department of Transportation (PennDOT) Transit Agency Performance Reviews**
- ❑ **Greater Richmond Transit Company (GRTC): Operational Analysis (Richmond Transit Network Plan), Transit Development Plan**
- ❑ **Morgantown, WV, Transit Master Plan, Greater Morgantown MPO**
- ❑ **Virginia Railway Express General Planning Contract On-Call**
- ❑ **Richmond, VA; Virginia Department of Rail and Public Transportation (DRPT): Broad Street Corridor Bus Rapid Transit System Planning, I-66 Transit/TDM Study Update, Richmond Regional Transit Vision Plan**
- ❑ **Suffolk Transit Development Plan Update**
- ❑ **Loudoun County, VA: Transportation GPC On-Call, Unmet Transit Needs Study**
- ❑ **Jacksonville Transportation Authority: Post COVID-19 Strategic Action Plan, General Program Management and Engineering**
- ❑ **Philadelphia, PA; Parkway Council Foundation Parkway Museum District Visitor Shuttle Service Analyses**
- ❑ **Philadelphia and Newton Counties, PA; Bucks County Planning Commission Newtown Bus Rapid Transit and Trail Study**

Mandi Chapa

Role: Strategic Plan Support

With a background in architecture and planning, Armandina (Mandi) Chapa is passionate about urban design. She is a core member of the firm's urban planning team and has excellent technical, planning and design skills. Her expertise includes impressive visualization capabilities (mapping, renderings and graphics), which have proved invaluable on many of the firm's most complex commissions.

Mandi's current focus at Huitt-Zollars is all about enhancing and building community. Mandi is an expert at coordinating multi-disciplined teams and stakeholders in the realization of complex projects. She has a natural passion for collaboration and a recognition of the human, civic and cultural capital that are the lifeblood of communities and cities. She has been involved in a range of projects that include urban planning, mixed-use development and arts facilities, as well as educational and commercial projects.

Mandi has led many projects including the consultant team on the Livable Centers planning study for Downtown/EaDo and the Main Street Improvements project in Downtown Houston. She played a key role in the Livable Centers Studies for the 4th Ward, Washington Ave, Galveston, and Midtown. The Midtown Study was awarded an American Planning Association/ TEXAS Chapter award in 2010. Mandi loves the communities and cultural assets that make cities great.



Education

Bachelor of
Architecture, University
of Houston

Bachelor of Science,
University of Houston

Relevant Project Experience

- ❑ **Philadelphia, PA; Southeastern Pennsylvania Transit Authority (SEPTA) Navy Yard Transit Study**
- ❑ **Houston, TX; Livable Centers Studies: Downtown/EaDo, Midtown North Houston, Washington Avenue**
- ❑ **Harris County, TX; Aldine Region Comprehensive Study**
- ❑ **Various Cities, TX; Livable Centers Studies: Rosenberg, Galveston**
- ❑ **Houston, TX; Main Street Improvements**
- ❑ **Houston, TX; Palm Center Redevelopment Plan**
- ❑ **Houston, TX; I-45 Public Engagement**
- ❑ **Galveston, TX; Vision Galveston**
- ❑ **Sugar Land, TX; Sugar Land Land Use Update**
- ❑ **Beaumont, TX; Lamar University Master Plan**
- ❑ **Houston, TX; Greater Houston Flood Mitigation Consortium**
- ❑ **Fort Worth, TX; Trinity Metro Bus Network Redesign**

Madeleine Pelzel

Role: Strategic Plan Support

Madeleine is an organizer, planner, and designer based in Houston, Texas, where she primarily gets around by walking, biking, and taking transit. She's cycled thousands of miles in Texas and is always paying attention to the details that make non-vehicular transportation a pleasant and safe experience—dedicating her urban design expertise, architectural education, and community organizing experience to transforming how we move and building systems that truly serve people.

Madeleine works to deliver intuitive and reliable transportation design and thorough, in-depth community involvement that gives people more influence over the decisions that affect their lives. Madeleine focuses on how public input is incorporated into technical work, ensuring engagement is in a cyclical relationship with analysis and making sure communities see the results of their time and expertise.



Education

Bachelor of
Architecture, Rice
University

Relevant Project Experience

- ❑ **Philadelphia, PA; Southeastern Pennsylvania Transit Authority (SEPTA) Reimagining Regional Rail**
- ❑ **Forth Worth, TX; Trinity Metro Bus Network Redesign**
- ❑ **Philadelphia, PA; SEPTA Center City Vision**
- ❑ **Houston, TX; Beyond the Bayous**
- ❑ **Philadelphia, PA; SEPTA Navy Yard Transit Plan**
- ❑ **Albuquerque, NM; Rio Metro Rail Runner**
- ❑ **Philadelphia, PA; SEPTA Equity**
- ❑ **Houston, TX; Future Dome**
- ❑ **Houston, TX; I-45 Public Engagement**
- ❑ **Houston, TX; Rice Construct Auxiliary ADU**

Bahareh Javadi

Role: DPM Public Outreach

Bahareh is a managing Director at Concordia. Her role on the Concordia team includes managing projects through all phases of engagement, design, and construction, supporting firm operations, and overseeing the implementation of co-design throughout Concordia's interdisciplinary practice.

Bahareh has managed many of Concordia's educational, institutional, and civic projects across architecture, planning and engagement. She has led student and community engagement efforts, developed educational master plans, and managed publicly funded projects from design inception through Construction. Education and youth empowerment are central to Bahareh's practice and she works to share her passion for collaborative place-making through her work on a variety of project types and scales.

In addition to her professional practice, Bahareh has taught at the University of Illinois, Tulane University, and in a variety of K-12 contexts.

Relevant Project Experience

- ❑ **New Orleans, LA; City Park Master Plan:** Project Engagement Leader and Co-Design Leader
- ❑ **Yolo County, CA, Office of Education Roadmap to the Future:** Project Manager and Co-Design Leader
- ❑ **New Orleans, LA; Morris FX Jeff Sr. Natatorium:** Project Manager and Architect
- ❑ **Inglewood, CA, Unified School District Master Plan:** Planner, Engagement and Needs Assessment Phase
- ❑ **New Orleans, LA; Living School Master Plan & Renovation:** Project Manager, Designer, and Engagement Lead
- ❑ **New Orleans, LA; New Harmony High XQ Super School:** Planner and Designer, Master Planning and Engagement Phase
- ❑ **New Orleans, LA; Sidecar Oyster Bar:** Project Manager and Architect
- ❑ **New Orleans, LA; NOPD 2nd District Police Station:** Designer and Project Manager, Design through Construction
- ❑ **Terrebonne Parish, LA; Isle de Jean Charles Resettlement:** Planner, Engagement and Needs Assessment Phase
- ❑ **New Orleans, LA; NORDC Pecan Grove Recreation Center Renovation:** Project Manager and Architect



Education

Master of Architecture,
Tulane, 2014

Bachelor of Science,
University of Illinois at
Urbana-Champaign,
2012

Affiliations

WIA New Orleans

A4LE Southern Region

Upturn Arts, Volunteer
& Teaching Artist

Association for
Community Design,
Member & Guest
Speaker

PlayBuild NOLA,
Volunteer & Teaching
Artist

Red Beans Parade,
Member & Volunteer

Awards

Moise H. & Lois
Goldstein Travel
Fellow, 2013

Thomas Lupo Award
for Excellence in
Metropolitan Studies,
2014

Bobbie Hill

Role: Public Outreach Support

Bobbie Hill is a Partner at Concordia Community-Centered Planning and Design. Through her planning and design efforts with Concordia, Bobbie Hill works with communities to help them realize their potential through consensus building and collaboration. She is committed to public scholarship by helping communities become healthy, interconnected civil societies – not homogeneous – but integrated.

In addition to heading the Community Engagement team at Concordia, she has drawn upon her 25 years of experience in planning and conducting community engagement programs to create and initiate Concordia Roundtable, an in-depth training program for municipal and community leaders to teach them how to conduct effective and successful community engagement programs in their hometowns.

Bobbie's project experience includes managing community engagement for the Unified New Orleans Planning project during which she provided coordination and oversight services for the city-wide New Orleans recovery plan. Additionally, she has led process design for the LA SAFE National Disaster Resilience Competition grant awarded to the State of Louisiana by HUD.

Relevant Project Experience

Bobbie has overseen many projects as Partner at Concordia. These projects include but are not limited to:

- ❑ **New Orleans, LA; Sewarage & Water Board Strategic Engagement Planning**
- ❑ **Yolo County, CA, Office of Education Community Engagement and Services Asset Mapping**
- ❑ **Standing Rock, ND; Cannon Ball Reservation Engagement Planning**
- ❑ **Forney, TX, Independent School District Master Planning**
- ❑ **New Orleans, LA; Lincoln Beach Master Plan**
- ❑ **Portland, OR; Black Culture & Arts Center Feasibility Study**
- ❑ **Louisiana Watershed Initiative Watershed Coordinator Training and Support**
- ❑ **Hackensack, NJ; REED Foundation for Autism Concept Plan for Residential Housing**
- ❑ **New Orleans, LA; Honeybee Partners Mixed-Use Development – St. Bernard Street**
- ❑ **Shreveport & North Louisiana, LA; Fairfield Properties Affordable Housing Development Projects Planning and Engagement**



Education

Bachelor of Fine Art,
Tulane, 1974

IU Lilly Family School
of Philanthropy, 1995 &
1997

Training

Women's Leadership
Journey in South Africa
with Meg Wheatley,
2007

Affiliations

Gulf South Partnership

New Orleans City
Council Street
Renaming Commission

School of Professional
Advancement Advisory
Council, Tulane

Women's Professional
Council, New Orleans

Council of Education
Facility Planners
International

American Planning
Association

Partner: Coalition for
Community Schools

West Virginia
Commission on the
Arts

American Association
of Museums

Alex Sorapuru

Role: Public Outreach Support

Alex Sorapuru, Studio Director and Project Manager, brings over a decade of architectural and planning experience to his work at Concordia, where he rejoined the team four years ago after time spent in Colorado and Virginia. During those years, Alex focused on a mix of new construction and historic renovations, honing his eye for detail and deepening his commitment to client-centered design.

Now once again based in his hometown of New Orleans, Alex is proud to contribute to projects that serve the community he knows best. During his time at Louisiana State University, he helped to manage the campus woodshop, while his academic work explored resilient communities and public housing in the U.S. His parallel practice as a visual artist continues to inform his architectural approach, grounded in place, and the belief that inclusive design begins with listening.

Relevant Project Experience

- ❑ **New Orleans, LA; City Park Master Plan:** Project Manager and Engagement Coordinator
- ❑ **New Orleans, LA; UnCommon Construction Campus:** Project Manager and Designer
- ❑ **New Orleans, LA; The NET School Based Health Clinic:** Project Manager and Designer
- ❑ **Andalusia, AL, 2023 Master Plan:** Project Manager and Planner
- ❑ **Andalusia, AL; Prestwood Building:** Project Manager
- ❑ **Andalusia, AL; Heritage Park:** Project Manager
- ❑ **New Orleans, LA; 1200 Opelousas Ave. Development:** Project Designer
- ❑ **New Orleans, LA; Ashe Cultural Arts Center:** Project Designer
- ❑ **Steamboat Springs, CO; 655 Yampa St. Mixed-Use Development:** Project Designer (MJKO Architecture)



Education

Bachelor of
Architecture, Louisiana
State University, 2016

Washington Alexandria
Architecture Center,
Architecture Studio,
Virginia Tech, 2014

Affiliations

Assoc. AIA, Member

NOMAS Member

George Silvertooth

Role: Public Outreach + Graphics Support

George Silvertooth, a Lafayette native, is the Swiss Army knife at Concordia, working as community engagement activity designer, planner, photographer, and graphic designer. He has worked on designing equitable and effective community engagement processes for diverse projects from navigating climate change in southern Louisiana to redefining public land use in Silicon Valley.



Education

Bachelor of Fine Arts,
University of the Arts,
2013

Relevant Project Experience

- ❑ **Palo Alto, CA; Cubberley Community Center & School Master Plan:** Planning and Engagement Assistant
- ❑ **LA SAFE Coastal Planning:** Planning and Engagement Assistant
- ❑ **New Orleans, LA; City Park Master Plan:** Engagement and Co-Design Leader
- ❑ **Lafayette, LA; Homeless to Housed:** Engagement Lead
- ❑ **Portland, OR; Black Culture & Arts Center Feasibility Study:** Engagement Lead
- ❑ **New Orleans, LA; Sewerage & Water Board Listening Sessions:** Engagement Lead
- ❑ **New Orleans, LA; French Market Master Plan:** Engagement Designer and Planner
- ❑ **Yolo County, CA, Office of Education Roadmap to the Future:** Co-Design Leader
- ❑ **Inglewood, CA, Unified School District Facilities Master Plan:** Planning and Engagement Assistant
- ❑ **New Orleans, LA; Roundtable Course:** Designer, Instructor, Filmmaker

Andy Sternad

Role: Capital Planning Support

Andy is a leader of Waggonner & Ball's resilience practice at the intersection of architecture, landscape, and urban design. He focuses on urban- and building-scale solutions that reveal the character of place and integrate issues of climate, nature, economy, and people. Andy works to build long-term collaborative partnerships between clients, communities, designers, and technical experts.

Andy has played an integral role developing and refining the firm's Dutch Dialogues™ and Living With Water® design approaches in New Orleans, Houston and Charleston. He was a lead author of the Greater New Orleans Urban Water Plan, which catalyzed a regional shift towards sustainable and resilient water management. Andy led the firm's Water As Leverage project in Chennai, India. At home, he has overseen the firm's work from planning to construction on the Isle de Jean Charles community-led resettlement, the first of its kind in the U.S., and the 80-acre Gretna City Park resilient stormwater redesign, the first built pilot project of Louisiana's LA SAFE adaptation strategy. In Charleston, Andy served as Waggonner & Ball's project lead for Dutch Dialogues Charleston, the City Plan Land & Water Analysis, and the USACE Perimeter Protection Analysis.

He recently served as a Clemson graduate design studio juror and currently serves as a College of Charleston urban planning thesis advisor. Andy is on the board of Ripple Effect, a New Orleans-based non-profit center of excellence for water literacy.

Experience

- ❑ **Lafitte Greenway Sustainable Water Design**, New Orleans, LA: AIA Louisiana Merit Award
- ❑ **Isle de Jean Charles Resettlement Planning**, Terrebonne Parish, LA
- ❑ **Louisiana Strategic Adaptations for Future Environments (LA SAFE) Adaptation Strategy**, Southeast Louisiana
- ❑ **Gretna City Park**, Gretna, LA
- ❑ **Tulane University Stormwater Master Plan**, New Orleans, LA
- ❑ **Resilient Ready Tampa Bay**, Tampa, FL
- ❑ **Stormwater Opportunities: Spirit of Charity, Lafitte Greenway, Armstrong Park**, New Orleans, LA
- ❑ **Integrated Water Plan**, Charleston, SC
- ❑ **Perimeter Protection Plan**, Charleston, SC
- ❑ **City Plan 2030 Land & Water Analysis**, Charleston, SC
- ❑ **Dutch Dialogues**, Charleston, SC



Education

Master of Architecture,
Yale University

Bachelor of Arts,
Architecture,
Washington State
University in St. Louis,
2003

Registration

Architect: Florida,
South Carolina,
Connecticut

AICP Planner

Professional & Civic Affiliations

NCARB

Board of Directors,
Ripple Effect

Alumni Board
of Governors,
Washington University
in St. Louis

New Orleans Business
Alliance Economic
Development
Ambassador, 2019

Recognition

Parsons Medal for
Urban Design, Yale
University

Widmann Prize,
Washington University
in St. Louis

Jaime Rami Diaz

Role: Capital Planning Support

Jaime Ramiro Diaz (Rami) is an architectural and urban design leader of Waggonner & Ball's resilience and Living With Water® practice.

Rami is a client liaison, senior project designer, and collaboration leader for climate adaptation projects across the country, including the Dutch Dialogues; the Greater New Orleans Urban Water Plan and Gentilly Resilience District in Louisiana; and the Ohio Creek watershed project and Resilient Hampton in Virginia. A frequent lecturer and tour leader, they are expert at integrating architecture, landscape, and water system challenges into pictures that suggest innovative solutions and capture the spirit of place.

Rami contributed to the Living With Water® movement in New Orleans after Hurricane Katrina. In the Dutch Dialogues New Orleans effort, Rami led site visits and research as well as design workshops, collaborating with a large, international, multidisciplinary team of experts. Building on expertise developed in Dutch Dialogues, Rami helped lead research and authorship of the Greater New Orleans Urban Water Plan, a regional scale vision for sustainable and resilient water management for the metro area. The Plan catalyzed a paradigm shift in understanding risk, flooding, and how stormwater is managed.

Experience

- ❑ **Lafitte Greenway Sustainable Water Design**, New Orleans, LA: AIA Louisiana Merit Award for Master Planning/Urban Design
- ❑ **Greater New Orleans Urban Water Plan**, Metro New Orleans, LA: National Planning Excellence Award, Environmental Planning, American Planning Association, AIA Louisiana Merit Award
- ❑ **Tulane University Institutional & Stormwater Master Plans**, New Orleans, LA
- ❑ **Academy of the Sacred Heart Arts and Athletics Center**, New Orleans, LA: AIA Louisiana Merit Award
- ❑ **U.S. Custom House Hurricane Katrina Repairs and Alterations**, New Orleans, LA: National Trust for Historic Preservation National Preservation Award
- ❑ **Milne Boys Home Hurricane Katrina Damage Assessment, Repairs, and Renovations**, New Orleans, LA
- ❑ **San Rafael Sea Level Rise Adaptation Plan**, San Rafael, CA
- ❑ **Oakland-Alameda Adaptation Projects**, Alameda County, CA
- ❑ **Buffalo Bayou Partnership Japhet Creek Phase 2 Trail & Pedestrian Bridge**, Houston, TX



Education

Master of Architecture,
Tulane University,
2000

Registration

Architect: Louisiana
10192

Professional & Civic Affiliations

American Institute of
Architects

USGBC LEED AP

City of New Orleans
Board of Zoning
Adjustment

Board President,
Groundwork New
Orleans

Recognition

Ronald F. Katz Award,
Tulane University

Corinne DuCré-Villavaso

Role: Data Analysis + Reporting Support

Corinne's background in urban planning and governmental administration spans two decades and includes leadership experience in comprehensive planning, land use, zoning, urban design, and community engagement. Corinne has over 22 years of leadership experience in public and private sector economic development planning, comprehensive planning, and urban design in New Orleans.

Corinne has intensive knowledge of the City's Master Plan, Comprehensive Zoning Ordinance, and the City Charter. She is well-versed in conducting nonpartisan research to guide legislative deliberations, drafting reports and assembling briefings for policymakers, translating constituent concerns into policy decisions, and analyzing policies for fiscal and equitable impacts.

Recently, she managed the Oregon Department of Transportation's DBE and workforce program community advisory committee for the I-5 Rose Quarter Improvement Project. Her professional experience also provides an in-depth understanding of current challenges and opportunities within the New Orleans business community and the most effective strategies for developing and implementing strategic economic initiatives.

Corinne is a qualified expert in urban planning, zoning, and permitting; her expert written and verbal opinions are admissible in court. Her background in urban planning and governmental administration spans two decades and includes leadership experience in comprehensive planning, land use, zoning, urban design, and community engagement. Her insights make her a valuable advisor to decision-makers at all levels.

Experience

- **WSP-New Orleans Regional Transit Authority (NORTA) Universal Accessibility Study:** Corinne is the principal planner and lead demographer conducting a gap analysis to identify areas within the RTA's riding experience where accessibility is insufficient. Using the Universal Accessibility Framework, she will assess existing conditions from the Baseline Conditions Assessment by identifying gaps, analyzing barriers, and evaluating impacts on affected populations.
- **Arup US, Inc.- City of New Orleans - Heat Mitigation:** Corinne is leading the development and implementation of the Equitable Community Engagement Plan. This involves creating draft focus group guides, survey questions, and protocols for each community workshop or meeting, as well as a data collection matrix for synthesizing and analyzing both quantitative and qualitative data. The meetings are designed to promote dialogue and facilitate information exchange. The goal is to empower community members and motivate them to address heat issues in their neighborhoods while supporting city mitigation actions. Focus group guides, questions, and protocols will be prepared for each community workshop or meeting.



Education

Master of Professional Studies in Applied Demography, Penn State, 2004

Master of Tourism and Development of Planning, California University of Pennsylvania, 2010

Bachelors of Science in Urban Studies and Regional Planning, University of New Orleans

Years of Experience

22 years

Odile DuCongé-Ramsay

Role: Data Analysis + Reporting Support

Odile has forty-eight years of professional experience in public utility network planning, development, implementation, maintenance, and analysis, coupled with experience in governmental regulations and compliance in the public utilities arena. Odile has extensive knowledge of utility network concepts, development and functionality, public utility regulations, commercial project planning, project management, and capital project budgets. Odile is responsible for Coordinating and managing project planning, design, implementation, and tracking mechanisms associated with public utility infrastructure and systems projects (public utility telecom).

Technical researcher, data analyst, and technical report writer, project manager (public utilities, telecom and power, and private industry).

Securing the City of New Orleans permits for land and building development and modifications (private industry).

Planning and developing comprehensive network growth trend forecasting based on geography, demographics, and usage patterns (industrial, commercial, and residential) while incorporating existing and projected technological offerings into the network's infrastructure equation (public utility telecom).

Developing and documenting detailed long-term and current technical infrastructure and electronics plans for engineering design in consideration of federal, state, and local regulations and policy (public utility telecom).

Active participation in coordination efforts with federal, city, and state regulatory entities and other public utilities for governmental and inter-utility compliance associated with utility infrastructure development proposals and projects (public utilities telecom and power).

Relevant Project Experience

- ❑ **WSP - New Orleans Regional Transit Authority (RTA) Universal Accessibility Study:** As project manager, Odile oversees project deliverables and ensures timely task execution for client delivery. She provides data collection services, co-leads community outreach initiatives, and organizes advisory group meetings. Her role also includes developing data matrices, researching previous reports, and reviewing client materials, focusing on public transportation.
- ❑ **SASAKI - City of New Orleans Lincoln Beach Redevelopment Master Plan:** Odile, as the project manager, is spearheading the implementation of a comprehensive community outreach and engagement strategy for a City of New Orleans initiative aimed at redeveloping a historic beach site that has been dormant for over five decades. Her role encompasses the design and execution of a participatory planning framework that ensures a diverse range of stakeholder perspectives are effectively integrated into the project.



Education

Master of Arts in Organizational Management, University of Phoenix, 1996

Bachelors of Science in Civil Engineering, Tulane University, 1975

Years of Experience

48 years

Kevin Pullis

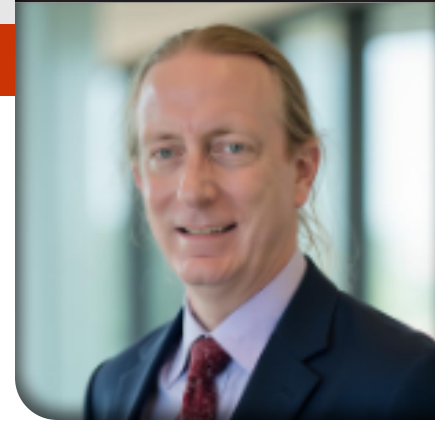
Role: Surveying Task Lead

Part of the Project Management Team, Kevin is principally responsible for overseeing research related to transportation, specifically the design of projects. Kevin has an advanced understanding of market research for the transportation industry, using it to manage projects and guide team members.

Kevin has extensive experience conducting custom research covering a wide variety of methods, including telephone surveys, web surveys, focus groups, one-on-one executive interviewing, intercept interviewing, interactive voice recording, and mail/self-administered surveys.

Relevant Project Experience

- **MTA O&D Study– Overall Project Manager:** From 2015 to 2023 WBA conducted a systemwide origin & destination survey on the Maryland Transit Administration's (MTA) MARC commuter rail, Metro subway, light rail, and local bus systems. The 2023 study also entailed conducting surveys on commuter buses in addition to the other modes. More than 25,000 interviewer administered surveys are collected. Kevin is responsible for designing the entire scope/methodology. This includes designing the questionnaire and sampling plan. He also oversees training field staff, data collection, data processing, and aids transportation planners in analyzing the results.
- **WMATA Metrobus Passenger Survey – Project Manager:** The Washington Metropolitan Area Transit Authority (WMATA) commissioned WBA to conduct both the 2014, 2018, and 2023 on-board Metrobus Passenger Survey. Kevin oversaw data collection on a sampling of 6,000 bus trips throughout the system during each wave. Kevin consulted on questionnaire design, developed the sampling plan, oversaw data collection and processing, and analyzed results.
- **NVTC NTD Reporting – Task Lead:** The Northern Virginia Transportation Commission (NVTC) commissioned WBA to do sampling on various Northern Virginia transit systems in order to collect data for NTD reporting and to help systems certify or re-certify their APCs. Kevin developed the sampling plan for each system to meet FTA NTD sampling requirements. He also oversees data collection, data processing, and assists in development of the annual reports for each system.
- **NVTA Bus Rapid Transit Action Plan – Task Lead:** The Northern Virginia Transportation Authority (NVTA) developed a Preliminary Deployment Plan for a Regional Bus Rapid Transit System (PDP-BRT) and was interested in understanding the public's familiarity with, understanding of, and support for Bus Rapid Transit (BRT) in Northern Virginia. As part of this research, Kevin oversaw two rounds of focus groups among transit riders and non-riders as well as developing and analyzing quantitative surveys.



Education

Bachelor of Arts,
Social Sciences
Interdisciplinary –
Community Mental
Health Minor: English,
University of Buffalo

Principals of Marketing
Research Certification,
University of Georgia

Years of Experience

At WBA: 26 years

Overall: 29 years

Professional Certifications, Affiliations, and Honors

Market Research
Association Mid-
Atlantic Chapter
Secretary 2010-2012

Guest lecturer at Johns
Hopkins University and
American University

Member of the
Insights Association,
Transportation
Research Board,
American Public
Transportation
Association, and the
American Marketing
Association

William Bohner

Role: Surveying Support

Billy joined the WBA team in 2016 began working in his current capacity as Research Director in 2020. As Research Director, he is substantially involved in managing all phases of the research process from client communication and questionnaire development through preparation of study results and analysis. His chief responsibility is monitoring WBA's team of project managers and associates as well as the day-to-day progress of each project—during data collection, data processing, and analysis—ensuring the data are accurate and responding to the changing needs of each study.

Billy is passionate about working closely with clients at all levels of the transportation industry to understand their learning objectives and develop custom research and sampling that delivers actionable insights. Billy has experience using various methodologies to conduct research for clients in public transportation, including both tablet-based and self-administered origin & destination surveys, on-board rider satisfaction studies, and ridership counts.

Billy graduated magna cum laude from the University of Pittsburgh in 2016 with degrees in Psychology and Sociology and is a current member of the American Public Transportation Association, the Transportation Research Board, and American Marketing Association.

Relevant Project Experience

- ❑ **TARC Rider Survey – Assistant Project Manager.** WBA conducted a customer satisfaction survey onboard a selection of Transit Authority of River City (TARC) local bus routes. The results were used to better understand the preferences and priorities of bus riders in Louisville, KY. Billy helped design the questionnaire and sampling plan, assisted with data collection and cleaning/preparation, and provided detailed analysis of the results.
- ❑ **Alexandria DASH Ridecheck – Co-Project Manager.** In 2018, WBA managed ridership counts on board 100% of trips in on the DASH bus system in the DC-area. Billy oversaw data collection, including daily quality checks of incoming ridership data.
- ❑ **WMATA Metrobus Passenger Survey – Project Manager.** In 2018 and 2023, WBA conducted surveys onboard Metrobuses throughout the Washington, DC metro area. The results of this research are used to examine passenger characteristics, such as trip purpose, access and egress, and jurisdiction of residence. Billy updated the questionnaire, oversaw data collection, and provided detailed analysis of the results.
- ❑ **Metro-North Railroad Market Share – Co-Project Manager.** Metro-North conducted research to determine their market share of Manhattan-bound trips in the East and West of Hudson service areas in 2014, 2016, and 2018. Billy was responsible for updating the questionnaire, overseeing data collection, and providing the MTA and Metro-North with detailed cross-tabulations and tables.



Education

Bachelor of Science, Double Major, Psychology and Sociology (Magna Cum Laude), University of Pittsburgh

Years of Experience

At WBA: 9 years

Overall: 9 years

Professional Certifications, Affiliations, and Honors

Member, American Marketing Association

Member, American Public Transportation Association

Member, Transportation Research Board

LaVerne Collins

Role: Service Planning + Policy Support

Ms. Collins has over 40 years of professional experience in public administration—program design and development; legislative analysis and implementation; regulation development, defense, and implementation; public transportation planning; public transportation management and operational analysis; identification, selection, and implementation of technological tools for administrative and operational improvement; and organizational design, management, and analysis for continuous improvement. She retired as Director, Bureau of Public Transportation, Pennsylvania Department of Transportation in 2015 after eight years in that position.



Education

Bachelor of Arts,
Pennsylvania State
University

Years of Experience

At Rockland Planning:
4 years

At Rockland
Consulting: 5 years

Other Firms: 42 years

Public Transportation Financial Management

- Analyzed Pennsylvania tax and fee revenues and projections to establish operating and capital program funding scenarios
- Developed tools and procedures which track revenue, commitments, expenditures, and balances to manage multiple programs within the Pennsylvania dedicated transportation fund valued at over \$2 billion annually
- Analyzed individual Pennsylvania public transportation system five-year operating and capital plans. Recommended strategies to the transportation systems to achieve balanced budgets

PA Transit Program Design and Development

Used legislative authorization in the 1980's to create a program that would result in statewide shared-ride services open to the general public and human service organizations while offering service to senior citizens at a fraction of both the regular fare and the cost of the transportation. This program has been integral to Pennsylvania's public policies which strive to allow seniors to remain independent for as long as possible.

PA Public Transportation Management and Operational Analysis

Act 44 of 2007 significantly increased Pennsylvania's state investment in public transportation with the requirement that public transportation systems become more transparent and improve the effective use of state funding in offering public transportation services to Pennsylvanians as well as visitors and those doing business in Pennsylvania.

PA Electronic Grants Management

Participated in the initial analysis of all PennDOT grant programs to develop an RFP for an electronic grants management system. Evaluated and rated proposals to select a grants management system. Managed the analysis of existing public transportation grant programs and their conversion to maximize the efficiency and effectiveness of an electronic system in 2008.

Toby Fauver

Role: Service Planning + Policy Support

Mr. Fauver has over 25 years of professional experience in executive leadership, planning, policy, legislative efforts and stakeholder involvement/communications. He was most recently the Deputy Secretary for Multimodal Transportation and the Pennsylvania Department of Transportation, a position he held since the position was created in 2013.



Relevant Project Experience

- ❑ **Transit Development Plan, Erie County Transit Authority:** Project manager for this transit development plan update for EMTA. Performed a five year fiscally constrained operating and capital budget projection to help EMTA assess the financial feasibility of the future service scenarios that were developed in the plan.
- ❑ **Shared Ride Budget Management:** Fayette County Transit. Conducted an analysis of FACT's Shared Ride budget including projections and developed recommendations to improve their ability to balance their budget and stay in compliance with program rules.
- ❑ **PennDOT Capital Grants Management Improvement Project:** Assisted PennDOT to analyze the challenges they have with managing their capital budget and program and developed goals and action plans for improving their management of the statewide transit capital program. This work included developing a process to develop a 4 year financially constrained capital program based upon funding projections.
- ❑ **Westmoreland County Transportation Authority.** Provided assistance to Westmoreland Transit to analyze option to bring their fixed route and paratransit service in house for delivery and management versus it being contracted out. Developed a financial plan and presentation to PennDOT to convince PennDOT to increase WCTA's base operating formula allocation. Provided assistance to develop a revised organization chart, job descriptions, policies, budget and funding plan to bring service in house.
- ❑ **Airport Corridor Transportation Association Federal Transit Grant Subrecipient Technical Assistance, PennDOT.** Project Manager providing technical assistance to the Airport Corridor Transportation Association to update existing and establish new policies and procedures that make them eligible to become a subrecipient for FTA 5307 and CMAQ funds for transit service.
- ❑ **Luzerne County Transportation Authority.** Provided assistance to the Board of Directors to evaluate the organization structure, management and staffing and assess opportunities to improve efficiency as well as assist the general manager and chief financial officer to evaluate and manage the agency while in a management transition. Assisted the CFO to develop a 5-year operating and capital budget projection.

Education

Certificate, Traffic Engineering, Northwestern University Traffic Institute, 1999

M.R.C.P., Community Planning, Kansas State University, 1995

B.A., Geo-Environmental Studies, Shippensburg University, 1993

Years of Experience

At Rockland Planning: 6 years

Other Firms: 25 years

Professional Certifications, Affiliations, and Honors

Fellow American Institute of Certified Planners, 013832



C

Required Forms

Addenda Acknowledgment
Consultant Questionnaire
Non-Collusion Affidavit
Certificate on Primary Debarment
Certificate Regarding Debarment–Lower Tier
Certificate of Restrictions on Lobbying
Participant Information Form

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 Proposals.

1.15 ADDENDA

Submitters 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 12/4/2025

Addendum No. 2, dated 1/6/2026

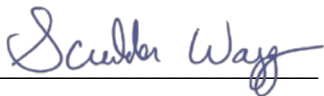
Addendum No. _____, dated _____

Jarrett Walker & Associates, LLC (JWA)

Company Name

Scudder Wagg

Company Representative



RFQ 2025-040

FORM CQ - 2012

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: Regional Transit Authority On-Call Planning & Scheduling Services RFQ #2025-040 01/14/2025	2. Official name of firm, indicate if prime or subconsultant: Jarrett Walker & Associates, LLC (JWA) Prime	3. Address of office to perform work: 3100 Clarendon Boulevard, Suite 200, Arlington, VA																																																
4. Name of parent company, if any:	5. Location of headquarters (city): 1021 SE Caruthers Street, Portland, OR 97214	6. Name, title, and telephone number of principal contact: Scudder Wagg, President + Principal, (571) 281-0858	7. Name, title, and telephone number of project manager: Scudder Wagg, President + Principal, (571) 281-0858																																																
8. Specify Type of Ownership: Corporation Proprietorship Partnership <u>Limited Liability Corporation (LLC)</u> Other	9. Indicate Special Status: <u>Small business</u> Minority-owned business Woman-owned business	10. Indicate certifications held regarding special status: <u>SBE certified</u> SLDBE certified LAUCP certified	11. Is this submittal a joint venture (JV)? Yes <u>No</u> 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". <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">Example: 3/1</td> <td style="width: 30%;">Function (e.g. civil engineer)</td> <td style="width: 10%;">5/1</td> <td style="width: 30%;">Associate</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> <tr> <td>3/2</td> <td>Principal Consultant</td> <td>5/1</td> <td>Marketing</td> <td></td> <td></td> </tr> <tr> <td>5/4</td> <td>Principal Consultant</td> <td>5/2</td> <td>Administration</td> <td></td> <td></td> </tr> <tr> <td>3/1</td> <td>Principal Associate</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>5/3</td> <td>Principal Associate</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3/1</td> <td>Senior Associate</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>5/2</td> <td>Senior Associate</td> <td></td> <td></td> <td style="text-align: center;">0</td> <td>Total Personnel Domiciled in LA</td> </tr> <tr> <td>3/4</td> <td>Associate</td> <td></td> <td></td> <td style="text-align: center;">21</td> <td>Total Personnel</td> </tr> </table>				Example: 3/1	Function (e.g. civil engineer)	5/1	Associate			3/2	Principal Consultant	5/1	Marketing			5/4	Principal Consultant	5/2	Administration			3/1	Principal Associate					5/3	Principal Associate					3/1	Senior Associate					5/2	Senior Associate			0	Total Personnel Domiciled in LA	3/4	Associate			21	Total Personnel
Example: 3/1	Function (e.g. civil engineer)	5/1	Associate																																																
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3/1	Senior Associate																																																		
5/2	Senior Associate			0	Total Personnel Domiciled in LA																																														
3/4	Associate			21	Total Personnel																																														

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?
Adaptation Strategies 221 W. Bertheaud Ave. Opelousas, Louisiana 70570	Scheduling; Public Outreach; Technology and Innovation	No
Concordia 1610 Oretha Castle Haley Blvd. New Orleans, Louisiana 90113	Public Outreach, Rider Engagement	No
Waggonner & Ball 1111 Foucher St., Suite 3A New Orleans, Louisiana 70115	Capital Projects: Feasibility and Conceptual Design Policy & Process Development: NEPA, ADA, and Section 106 Compliance	Yes (JWA has worked with Moffatt & Nichol the parent firm of Waggonner & Ball)
Rockland Planning 6754 Jonestown Road Harrisburg, PA 17112	Cost Modeling and Forecasting	No
Widener-Burrows & Associates, Inc. (dba WBA Research) 4200 Parliament Pl, Suite 200 Landham, MD 20706	Rider Surveying, Data Analysis and Reporting	Yes
The Villavaso Group, LLC (dba TVG Planning) 71111 Lake Barrington Dr. New Orleans, Louisiana 70128	Service Planning: data collection, land use analysis. Public Outreach: Community engagement, meeting facilitation, innovative outreach.	No
Huitt-Zollars 1001 Fannin Street, Suite 4040 Houston, TX 77002	Strategic & Capital Planning, Financial Forecasting	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: Scudder Wagg , President & Principal	a. Name and title: Jarrett Walker , Founder & Principal (Portland Office)
b. Position or assignment for this project: Project Manager (Contract Manager), Network Development Lead, Board Engagement Lead	b. Position or assignment for this project: Subject Matter Expert, Planning & Policy
c. Years of professional experience with this firm: 9 With other firms: 12	c. Years of professional experience with this firm: 15 With other firms: 20
d. Education: Virginia Commonwealth University / Master of Urban and Regional Planning / 2008 / Transportation Planning Queens University of Charlotte / Bachelor of Arts / 2001 / History and Political Science	d. Education: Stanford University / Ph. D/ 1996 / Theatre Arts Pomona College / Bachelor of Arts / 1984 / Mathematics
e. Active registration or applicable certifications: American Institute of Certified Planners / 150441 / 2011	e. Active registration or applicable certifications:
f. Experience and qualifications relevant to this project: MARTA “NextGen” Bus Network /Atlanta, GA / 2020-Present / Project Manager / Managed network and service planning for the MARTA Bus Network Redesign in Atlanta. Managed development of alternative scenarios, a Draft New Network and the Final New Network. Scudder is now managing a new system map task to support implementation. GRTC Network Plans and On-Call Support / Richmond, VA / 2015-present / Project Manager / Scudder has managed all JWA’s various projects with GRTC since 2015 through multiple on-call contract mechanisms. The first project for GRTC was the redesign of the city’s bus network followed by a 5-year transit plan for the whole network. Under a subsequent on-call contract, JWA’s major tasks have included a Regional Transit Plan, corridor prioritization, jurisdictional cost allocation, and Enterprise Resource Planning System research. Suffolk County Transit On-Call Planning and Network Redesign / Long Island, NY / 2020 – present / Project Manager / Managed the redesign of the Suffolk County bus network starting in 2020. More recently, managing an on-call contract with the County to provide new network implementation support; speed and reliability analyses; timetable and blocking updates; mapmaking; public materials; and technology support. TARC On-Call Planning and BRT Corridor Study / Louisville, KY / 2019 – Present / Project Manager / JWA led transit and network planning on multiple projects under a larger on-call contract and two stand along contracts for TARC since 2019. JWA led a bus network redesign from 2024-2025 and is currently leading implementation support. Led the planning efforts for the Broadway corridor as part of a master planning effort including development of corridor alternatives, analysis, and stakeholder engagement. Miami-Dade Transit “Better Bus Project” and Implementation Support / Miami-Dade County, FL / 2019-2024 / Project Manager / Managed the redesign of the Miami bus network and a subsequent contract to provide implementation support.	f. Experience and qualifications relevant to this project: GRTC On-Call Service Planning and Support / Richmond, VA / 2015 – 2018 / Lead Network Designer / Led the network design for the City of Richmond and, later, Henrico County. Facilitated development of a three-jurisdiction vision for the regional transit network. VTA On-Call Service Planning / San Jose, CA/ 2024 – Present / Senior Advisor / Advised VTA through multiple tasks under this on-call contract, such as corridor evaluations and a Market Analysis. MARTA NextGen Bus Network Redesign / Atlanta, GA / 2020 – Present / Lead Network Designer / Led network design for alternative scenarios, a Draft New Network and the Final New Network which will be implemented in 2026. Dallas Bus Network Redesign / Dallas, TX / 2019 – 2023 / Lead Network Designer / Led multiple phases of network design and planning, among DART and its 13 member cities. SolTrans Comprehensive Operational Analysis / Solano County, CA / 2024 – Present / Lead Planner / Led this redesign of the regional/express network and multiple workshops with two relevant Boards of Directors. TriMet Limited & Express Bus Study / Portland, OR / 2020 – 2021/ Lead Planner / Led the development of potential service additions to the limited stop and express network. San Francisco Post-Covid Network / San Francisco, CA / 2021 – 2023 / Project Manager / Facilitated the development of post-Covid alternatives, managed analysis of the potential impacts of these changes, and advised SFMTA on communication. Miami-Dade Transit “Better Bus Project” and implementation support / Miami-Dade County, FL / 2019-2024 / Lead Network Designer / Designed alternative scenarios, Draft and Final bus networks, and advised MDT staff and officials on communication.

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: Daniel Costantino , Principal (Portland Office)	a. Name and title: Michelle Poyourow , Principal (Europe Office)
b. Position or assignment for this project: QA/QC Manager	b. Position or assignment for this project: Strategic Planning, Service Planning Key Support
c. Years of professional experience with this firm: 10 With other firms: 8	c. Years of professional experience with this firm: 13 With other firms: 10
d. Education: Portland State University / Masters / 2009 / Urban and Regional Planning McGill University / Bachelor of Arts / 2005 / Geography	d. Education: Bachelor of Arts / 2003 / Reed College / Biology
e. Active registration or applicable certifications:	e. Active registration or applicable certifications:
f. Experience and qualifications relevant to this project: Pace ReVision / Chicagoland, Illinois / 2023 - Present / Project Manager / Managing the redesign of the Pace Suburban Bus network, including plans for two financial scenarios. Irish Bus Network Planning On-Call / Ireland / 2017 – 2024 / Project Manager for Dublin and Limerick / Managed the redesign of the Dublin bus network (2017-2019) and later the Limerick bus network (2022-2024) under an “additional services” (on-call) contract with the National Planning Authority of Ireland. Tucson Long-Range Regional Transit Plan / City and MPO of Tucson, AZ / 2018 – 2020 / Project Manager / Managed the development of this long-range plan, including multiple future scenarios and integration with BRT and streetcar. KC Metro Bus Electrification Study / Seattle, WA / 2022 – 2023 / Consultant / Analyzed potential impacts of BEB on the operability of services and on equity measures. Identified trade-offs between capital investments and ongoing service costs. Madison Metro Transit Network Redesign / Madison, WI / 2020 – 2022 / Project Manager / Managed this network redesign, including identification of BRT corridors and a major Title VI Service Equity Analysis. Anchorage Transit Center Studies / Municipality of Anchorage, AK / 2023 – 2025 / Project Manager / Managed two separate location studies for downtown and mid-town transit centers, including alternatives, cost estimates and stakeholder involvement. (JWA also redesigned the Municipality of Anchorage’s bus network in 2016.) STM Comparative Trip Planner / Montréal, Québec / 2024 / Project Manager / Managed the development of our unique OpenTripPlanner-based comparative trip planner to support the implementation of STM’s network redesign. MST Comprehensive Operational Analysis / Monterey County, CA / 2020 – 2022 / Project Manager / Managed the development of a Draft Network Plan at three potential service levels, identifying new bus stop locations, proposing updated Title VI service standards, and developing rider-facing tools.	f. Experience and qualifications relevant to this project: On-Call Transportation Planning and Policy Support / Vancouver, BC / 2011 – 2025 / Technical and Project Management Support / Contributed technical analysis, QA/QC and project management on various tasks throughout the periods of JWA’s on-call contract with Translink. DART Bus Network Redesign / Dallas, TX / 2019 – 2023 / Project Manager / Led the redesign of the DART bus network, including alternative scenarios, Draft and Final future plans, public engagement and collaboration with DART’s 13 member cities. Also managed a subsequent task order to plan medium-term future investment scenarios related to capital projects. Irish Bus Network Planning On-Call / Ireland / 2017 – 2024 / Project Manager / Led bus network redesigns for the cities of Cork, Galway and Waterford, including technical work, public engagement and elected official outreach. Managed the production of a guide to land use planning for all Irish cities. These projects, and other smaller studies, were carried out under a four-year on-call contract with the National Transport Authority of Ireland, managed by Michelle. SacRT Bus Network Redesign / Sacramento, CA / 2018 – 2020 / Project Manager / Managed the redesign of the Sacramento regional network, including collaboration with SacRT’s member cities and facilitation of decisions by the SacRT Board. Provided support after the end of the network redesign task, including on-board surveying and outreach. One year after implementation of the new network, bus ridership was up 12%. TARC On-Call Planning Support / Louisville, KY / 2023 – present / Task Manager / Led a process to revise the Title VI Service Equity Analysis Policy language and develop internal staff guidance on analysis methods. The TARC Board adopted the revised policy language in May 2025. IndyGo Bus Network Plan & Subsequent Support / Indianapolis, IN / 2014 – 2018 / Project Manager / Managed a network redesign and future investment plan for IndyGo and the Indianapolis MPO. The investment scenarios were used to develop a ballot measure which was passed by voters in 2019 and led to new investments in local and rapid buses.

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: Evan Landman , Principal (Portland Office)	a. Name and title: Manuel Soto , Principal (Portland Office)
b. Position or assignment for this project: Data Analysis & Reporting Lead	b. Position or assignment for this project: Scheduling Key Support
c. Years of professional experience with this firm: 13 With other firms: 1	c. Years of professional experience with this firm: 2 With other firms: 18
d. Education: University of British Columbia / Bachelor of Arts / 2012 / Human Geography (Urban Studies)	d. Education: University of California, Los Angeles / Master of Arts / 2001 / Urban Planning Universidad Católica de Chile, Santiago / Diploma / 1995 / Urban Economics Universidad Católica de Chile, Santiago / Diploma / 1992 / Architecture
e. Active registration or applicable certifications:	e. Active registration or applicable certifications:
f. Experience and qualifications relevant to this project: VTA On-Call Service Planning / San Jose, CA/ 2015 – Present / Project Manager / As part of this on-call contract Evan has managed JWA staff in the provision of corridor analyses, route studies, a Rapid Service Strategy and a major market analysis for VTA. Translink On-Call Transportation Planning and Policy Support / Vancouver, BC / 2011 – 2025 / Project Manager or Lead Analyst / Played a variety of roles in our multiple contracts with Translink, the most recent contract being an on-call contract which Evan managed. Evan has provided corridor analysis market analysis, mapmaking, cost estimation and other service planning support for Translink’s annual and 10-year plans. SolTrans Comprehensive Operational Analysis / Solano County, CA / 2024 – Present / Project Manager / Managing this COA which so far includes analysis of existing conditions, development of recommendations, and planning new local and express services. TriMet Limited & Express Bus Study / Portland, OR / 2020 – 2021/ Project Manager / As a subcontractor to Parametrix, led development of potential express and limited bus scenarios and analyzed results. Irish Bus Network Planning On-Call / NTA, Ireland / 2017 – 2024 / Lead analyst / Provided the National Transport Authority with analyses of each implementation phase of the new Dublin bus network, under this four-year on-call contract. In an earlier contract, led all analysis as part of JWA’s redesign of the Dublin network. CTA Bus Vision / Chicago, IL / 2020 – 2021 / Lead analyst / Lead this in-depth and complex analysis of the transit network in Chicago, for CTA, with particular emphasis on equity in access to transportation and to opportunity.	f. Experience and qualifications relevant to this project: Broadway All the Way Corridor Plan and BRT / Louisville, KY / 2019 – Present / Lead Planner / Leading planning for the Broadway BRT corridor, including development of cross section alternatives, analysis, public engagement and presentations. SolTrans Comprehensive Operational Analysis / Solano County, CA / 2024 – Present / Planner / Contributing to this COA and network plan by developing new services and advising on local vs. express operation. TARC “Broadway All the Way” Corridor Plan and BRT / Louisville, KY / 2019 – Present / Planner / Developed alternative cross sections through analysis, advised on speed and reliability improvements. New Orleans RTA Comprehensive Operations Analysis / 2010 – 2011 / Lead Planner / Led this COA of the RTA network, including route redesign workshops with RTA staff. Estimated the costs of a redesigned network and growth scenarios. Developed a detailed service plan in preparation for scheduling. Microsoft Connector Service Planning & Scheduling / Seattle region, WA / 2007 – 2016 / Lead Planner / Planned and scheduled the Microsoft Connector network of 23 routes. Coordinated with transit agencies; handled stop siting and permitting with local jurisdictions; provided community outreach and public communication for service changes. Scheduled routes and developed a performance-monitoring program. Seattle Children’s Hospital / 2008 – 2015 / Lead Planner and On-Call Support / Planned and scheduled this 7-route shuttle network for the west’s largest children’s hospital. Liaised with transit agencies; sited stops and liaised with local cities; communicated with the public about service changes. Planned for integration with new light rail. Wrote schedules and runcuts for each new route or service change. LA Metro Rapid Bus Program / 2001 – 2007 / Lead Planner / Led route and network design for 24 Rapid corridors. Supported implementation for the first 6 corridors. Handled station siting, permitting with local jurisdictions and public outreach. Scheduled the new rapid services and developed performance thresholds.

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: Martin Barna , Principal	a. Name and title: Mihir Bhosale , Senior Associate
b. Position or assignment for this project: Deputy Project Manager	b. Position or assignment for this project: Service Planning, Data Analysis, Modeling, Surveying Key Support
c. Years of professional experience with this firm: 1 With other firms: 13	c. Years of professional experience with this firm: 7 With other firms: 2
d. Education: Mineta Transportation Institute / Master of Science / 2012 / Transportation Management University of Virginia / Bachelor of Science / 2006 / Urban & Environmental Planning	d. Education: Massachusetts Institute of Technology / Master of Science / 2019 / Transportation Indian Institute of Technology / Bachelor of Technology / 2017 / Engineering
e. Active registration or applicable certifications:	e. Active registration or applicable certifications:
f. Experience and qualifications relevant to this project: New TARC Network / Louisville, KY/ 2025 – Present / Project Manager / Managing implementation of the New TARC Network, which will launch in Summer 2026. Martin is coordinating work related to scheduling, Paratransit eligibility, bus stop signage, new bus stops, a new downtown transfer location, labor needs, safety, public communication, temporary staffing and driver training. DASH Transit Vision Plan / Alexandria, VA/ 2017 – 2019 / Project Manager / Led the establishment of a long-term vision for the City of Alexandria’s bus network. Directed multiple rounds of network design, service planning, public engagement and presentations to Alexandria City Council and the DASH Board of Directors. New DASH Network / Alexandria, VA / 2020 – 2021 / Project Manager / Led the implementation of the New DASH Network, including all planning, marketing and outreach activities. The new DASH Network was implemented in 2021. VTA Next Network & Flex Microtransit / San Jose, CA / 2015–2017 / Project Manager / Managed the Service & Operations Planning aspects of VTA’s bus network redesign project from the client side. JWA was the consultant for this project while Martin was the staff Project Manager at VTA in his role as Service & Operations Planning Manager. Martin also led concurrent planning for a microtransit pilot program to provide first- and last-mile connections for VTA customers in North San Jose. VTA Operations Planning for Levi's Stadium / San Jose, CA / 2013–2016 / Project Manager / Oversaw the planning for light rail and bus operations at Levi's Stadium for major sporting events, concerts and Super Bowl 50. DASH Duke Street BRT / Alexandria, VA/ 2020-2023 / Project Manager / Led the service and operations planning for one of three enhanced transit corridors identified in Alexandria' Transportation Master Plan with a focus on dedicated bus lanes and BRT. DASH West End BRT Operating Plan / Alexandria, VA/ 2022-2025 / Project Manager / Led development of an operating plan and corresponding capital/operating cost models for the West End Transitway BRT in West Alexandria.	f. Experience and qualifications relevant to this project: Broadway All the Way Corridor Plan and BRT / Louisville, Kentucky / 2019 – Present / Lead Analyst / Led the analysis efforts Broadway corridor study as part of a master planning effort, leading to development of corridor cross section alternatives through analysis, public engagement and presentations. Irish Bus Network Planning On-Call / Ireland / 2020 – 2024 / Lead Analyst / Analyzed existing conditions, existing services and ridership on the Limerick, Galway and Cork bus networks, as part of each city’s network redesign process. Analyzed. new network plans in terms of operating costs, vehicle requirements, travel times and accessibility. Created online, interactive maps to show service data and new network proposals. Provided related advice to NTA under this four-year on-call contract. TARC On-Call Planning and BRT Corridor Study / Louisville, KY / 2019 – Present / Lead Analyst / Led the analysis for the bus network redesign study (TARC 2025) leading to the development of three Draft Plan Scenarios released to the public in March 2025. Led service planning for the draft and final plans and development of the final report. For the Broadway Corridor studies, Mihir led alternatives development in the master planning phase and analysis of those alternatives in the LPA phase. “Reimagine Suffolk Transit” and Implementation Support / Suffolk County, NY / 2020 – Present / Lead Analyst and PM / Led analysis for JWA’s redesign of the Suffolk County Transit network through 2022. Since then, has served as Project Manager for ongoing support to SCT, including implementation tasks; speed and reliability analyses; timetable and blocking updates; mapmaking; public materials; and technology support. Comparative Trip Planners / Alexandria, VA; Miami, FL; Akron, OH; Suffolk County, NY; and Montréal, Québec / 2021 – present / Lead Developer / Created interactive trip planners for DASH in Alexandria; SCT on Long Island, NY; MDT in Miami, FL; Akron METRO in OH; to support upcoming service changes. Currently providing such a trip planner for STM in Montreal, Quebec. Passengers can search for a trip and see comparative itineraries from the Before and After networks.

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: Shreya Jain , Senior Associate (Portland Office)	a. Name and title: Álvaro Caviades , Senior Associate (Portland Office)
b. Position or assignment for this project: Service Planning, Policy & Process Key Support	b. Position or assignment for this project: Data Analysis & Reporting Key Support
c. Years of professional experience with this firm: 4 With other firms: 3	c. Years of professional experience with this firm: 7 With other firms: 5
d. Education: Master of Urban and Regional Planning / 2020 / Portland State University Bachelor of Science / 2017 / Portland State University / Environmental Science	d. Education: Master of Urban and Regional Planning / 2017 / Portland State University Master of Science / 2017 / Portland State University / Civil Engineering Bachelor of Science / 2012 / Universidad de los Andes / Civil Engineering
e. Active registration or applicable certifications:	e. Active registration or applicable certifications:
f. Experience and qualifications relevant to this project: SolTrans Comprehensive Operational Analysis / Solano County, CA / 2024 – Present / Planner & Lead Analyst / Led existing conditions analysis, leading to the design of a draft network plan for local and express services. DART Service Study and Redesign / Des Moines, IA / 2024 – Present / Planner & Lead Analyst / Led the analysis efforts, including an existing conditions analysis, contributing to the design of two conceptual networks, eventually leading to the creation of the Final Network Plan. TARC “Broadway All the Way” Corridor Plan and BRT / Louisville, KY / 2020 / Analyst / Researched best practices for BRT corridors in similar transit systems and environments from around the US. “Reimagine Suffolk Transit” Implementation Support / Suffolk County, NY / 2024 / Analyst / Laid out new, bilingual route timetable brochures and populated with data and information for the new bus network. Pace ReVision / Chicagoland, Illinois / 2023 – 2024 / Analyst / Analyzed demographic, Census and travel data and created baseline maps in support of network planning. Canby Transit Master Plan / Canby, OR / 2023 – 2024 / Planner & Analyst / Analyzed demographic, Census, cell phone, transit service and transit ridership data. Created maps and other visualizations. Contributed to planning for new local and inter-city routes. Created public engagement materials and staffed public and stakeholder events. MARTA NextGen Bus Network Redesign / Atlanta, GA / 2023 / Analyst / Digitized newly designed bus routes, contributed to estimates of cost and vehicle requirement, and contributed to analysis of future outcomes and creation of public-facing maps. Imperial County COA and 10-Year Plan / El Centro, CA / 2024 – Present / Analyst / Used demographic, Census, service and ridership data to create an online reference map for the project and client team’s use throughout the project.	f. Experience and qualifications relevant to this project: VTA On-Call Service Planning / San Jose, CA/ 2024 – Present / Lead Analyst / Led accessibility analyses across multiple Bus Rapid Transit (BRT) corridor scenarios and market analyses for each Light Rail Transit (LRT) station across the VTA system. Evaluated market potential, access to opportunities, and station-area performance to support long-term planning and investment decisions. Pace ReVision / Chicagoland, Illinois / 2023 – Present / Deputy Project Manager / Managing the weekly work of a team of analysts, planners and subject matter experts for the PACE ReVision Project. Contributing to the creation of two network scenarios for two funding levels, leading to the ongoing development of a Draft Plan. DART Bus Network Redesign / Dallas, TX / 2019 – 2021 / Analyst / Analyzed existing service data, assisted with bi-lingual public engagement, and assisted with design workshops among the 13 DART member cities, for this redesign of the DART bus network. Transit Master Plan / Canby, OR / 2023 – 2024 / Project Manager / Managed the update to the City of Canby’s Transit Master Plan, including analysis of post-Covid demand using cell phone movements, and analysis of existing transfers among Canby services and routes from three neighboring systems. Developed new service scenarios, consulted the public and stakeholders, and finalized future plans for a range of funding outcomes. Provided support after plan completion by designing new network maps and route brochures. MARTA NextGen Bus Network Redesign / Atlanta, GA / 2020 – Present / Technical Support / Assisted with website updates and evaluating user interaction with the website. Imperial County COA and 10-Year Plan / El Centro, CA / 2024 – Present / Deputy Project Manager and Lead Analyst / Managing all analytical work and the day-to-day work of planners and analysts. Led in-person community engagement efforts in both English and Spanish, contributed the network design process, and presented recommendations to the Board, stakeholders, and the general public.

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: PJ Houser , Senior Associate (Portland Office)	a. Name and title: Ricky Angueira , Principal
b. Position or assignment for this project: Maps & Graphics Key Support	b. Position or assignment for this project: Maps & Graphics Lead
c. Years of professional experience with this firm: 12 With other firms: 4	c. Years of professional experience with this firm: 7 With other firms: 4
d. Education: Graduate Studies / 2013 / Portland State University / GIS Bachelor of Science / 2011 / Portland State University / Environmental Studies	d. Education: Master of Urban and Territorial Planning / 2015 / Universidad Politécnica de Madrid Master of Science / 2014 / University of Connecticut / Transportation and Urban Engineering Bachelor of Science / 2012 / Universidad de Puerto Rico, Mayagüez / Civil Engineering
e. Active registration or applicable certifications:	e. Active registration or applicable certifications:
f. Experience and qualifications relevant to this project: MARTA NextGen Bus Network Redesign / Atlanta, GA / 2020 – Present / Lead Analyst / Led data organization, analysis and presentation for this redesign of the MARTA bus network, including service, ridership, operating cost and demographic data. VTA Service Planning / San Jose, CA / 2017 – 2019 / Lead Analyst / Predating our on-call contract with VTA, in the redesign of the VTA bus network, PJ created the transit maps for every phase of the redesign, provided GIS analysis, estimated operating costs and vehicle requirements of new routes, and did graphic design for public materials. San Francisco Post-Covid Network / San Francisco, CA / 2021 – 2023 / Lead Analyst / Designed and carried out the complex, iterative analysis that compared access, equity, and coverage of the alternative scenarios under consideration. Waterford Bus Network Redesign / Irish Planning On-Call / Ireland / 2023 – 2024 / Analyst / Analyzed existing ridership, service and Census data for the redesign of the Waterford bus network, and analyzed the benefits, impacts and costs of the new network. This project was under our on-call contract with the National Transport Authority. KCATA Next / Kansas City, MO / 2019 – 2022 / Analyst / Analyzed demographics, Census data, land uses, and existing transit services in preparation for this redesign of the KCATA network. Analyzed the Final Plan’s benefits and impacts. GRTC On-Call Service Planning and Support / Richmond, VA / 2017 – Present / Analyst & Cartographer / Provided travel time and access analysis, GIS support, mapping, and design for public materials. “Reimagine Suffolk Transit” and Implementation Support / Suffolk County, NY / 2020 – 2025 / Cartographer & Analyst / Created a legible frequency-based map of the existing network; contributed cartography of the planned new network; contributed to timetabling of new routes.	f. Experience and qualifications relevant to this project: PSTA Community Bus Plan Update / Pinellas County, Florida / 2023 –2025 / Deputy Project Manager / Managed the weekly work of multiple planners, analysts and subject matter experts as part of PSTA’s bus plan update. Facilitated public meetings and made multiple presentations to the PSTA Board. GRTC On-Call Service Planning and Support / Richmond, VA / 2017 – Present / Cartographer & Analyst / Provided cartography, analysis and planning support for the GRTC Regional Transit Plan. San Francisco Post-Covid Network / San Francisco, CA / 2021 – Present / Deputy Project Manager & Cartographer / Assisted with management of this post-Covid scenario planning, managed conversations with the client and made maps of the planned scenarios. DART Service Study and Redesign / Des Moines, IA / 2024 - Present / Project Manager / Managing the study of existing services and redesign of the DART network. The Final Network Plan has recently been completed. “Reimagine Suffolk Transit” and Implementation Support / Suffolk County, NY / 2020 – 2025 / Cartographer & Analyst / Designed maps of the implemented new bus network. Assisted with public consultation. VIA System Map Redesign & Updates / San Antonio, TX / 2023-2025 / Lead Cartographer & Project Manager / Designed a new system map for VIA San Antonio showing frequencies and demand-response services, in keeping with VIA’s style guide. Managed subsequent updates in 2024 and 2025 to show service changes. Miami-Dade Transit Maps / Miami, FL / Cartographer / As part of the larger contract to support implementation of MDT’s new network, Ricky designed a new system map, bus stop maps, station-area maps and bus stop service change signs.

15. List work (by 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 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
1. GRTC On-Call Contracts & Network Plans – Richmond, Virginia	Adrienne Torres Chief of Staff GRTC Transit System (804) 474-9798 Adrienne.Torres@ridegrtc.com	JWA has been providing service planning to GRTC since 2015 under multiple single-project and on-call contracts. Starting in 2015, JWA led the redesign of the City of Richmond bus network. In 2017, GRTC asked JWA to take on another major task which was planning an expansion of the network into neighboring Henrico County and memorializing both jurisdictions' plans into a Transit Development Plan. This combined network was implemented in 2018; by February 2020, ridership had increased by 30%. In 2020, as a subcontractor on an on-call contract, JWA began a third major task for GRTC which was developing a Regional Transit Plan to describe how new funding for transit would be invested. In addition to service planning, JWA supported GRTC, the MPO and local jurisdictions as they made decisions about how to allocate costs for cross-boundary transit services. In 2022, JWA served as a subcontractor on an on-call contract, taking on the task of planning the region's next BRT line. JWA helped GRTC, the City of Richmond and stakeholders evaluate and analyze 9 alternatives. Since 2024, JWA has been supporting GRTC's ongoing service planning, technology and financial planning needs as an on-call contractor. JWA has provided cost estimates; evaluated revenue options; created future financial scenarios; updated performance indicators; facilitated Board discussions; and conducted peer research into technology choices.	Service planning, network planning, stakeholder engagement, cost allocation scenarios, updated financial projections, conducted research for new Enterprise Resource Planning systems (ERP), financial planning, mapmaking, jurisdictional engagement, Board engagement.	2017-2027	We cannot know the total fees for on-call contracts for which we were subcontractors.	\$598,000 in completed work or active task orders to date.

2. Louisville TARC On-Call – Louisville, Kentucky	Ozzy Gibson, Executive Director ogibson@ridetarc.org (502) 744-1715 Aida Copic, AICP Director of Planning acopic@ridetarc.org (502) 213-3490	JWA has been working for TARC under four contracts since 2019, most recently an on-call contract. JWA has provided TARC with a bus network redesign; planning & analysis for a BRT corridor; a Title VI policy update; a Service Equity Analysis; support for a transit center site selection; and most recently management of the new bus network implementation.	Service planning, transit center site analysis, corridor planning, BRT planning, stakeholder engagement, Board engagement, cost estimation, implementation management, mapmaking, Title VI analyses.	2023 - present	We do not know the total fees for the two on-call contracts for which we were subcontractors.	\$897,000
3. Suffolk On-Call – Suffolk, New York	Jonathan Keyes Director of Downtown and Transit-Oriented Development, Suffolk County Department of Economic Development & Planning (631) 853-6032 Jonathan.Keyes@suffolkcountyny.gov	JWA has been providing services to Suffolk County Transit since 2020 under three contracts, the most recent an on-call. Starting in 2020, JWA led the redesign of the SCT bus network. JWA supported implementation, under the next contract, by designing new maps, brochures and signs; assisting SCT with technology; developing a comparative trip-planner; and drafting timetables and blocks. JWA also worked as a subcontractor to WBA Research, providing data analysis and mapping for an origin-destination survey for SCT. Under the most recent (on-call) contract, JWA is continuing to support SCT in service planning, scheduling, blocking, speed & reliability analysis, mapmaking and public communication.	Network design, service planning, demand-response planning, mapmaking, public information, stakeholder engagement, technology integration, speed & reliability analysis, timetabling, blocking.	2020 - present	\$698,900	\$698,900
4. Irish Planning On-Call – nationwide, Galway, Limerick, Waterford, Cork (Ireland)	Hugh Creegan Chief Executive National Transport Authority of Ireland +353 1-879-8353 Hugh.Creegan@nationaltransport.ie	JWA began working for the National Transport Authority of Ireland in 2017, leading a team in the redesign the Dublin bus network. The NTA then hired JWA to manage a team of consultants to redesign the bus networks of the other Irish cities, starting with Cork in 2021 and continuing on to Galway, Limerick and Waterford through 2024. JWA also provided other services including updating maps of the Dublin network; multi-modal city centre planning; public brochure design; stakeholder engagement; and writing a national guide to land use planning. These various tasks were performed under an “additional services,” aka on-call, agreement.	Network design, route planning, GIS analysis, stakeholder engagement, City Council engagement, mapmaking, media relations, land use and urban planning, travel time and demand analyses, and the design of public information.	2017 - 2025	€ 2,400,000	€ 1,343,100
5. MARTA NextGen Bus Network – Atlanta, Georgia	Ryan VanSickle Director of Technical Services & Service Planning MARTA RVanSickle@itsmarta.com (404) 848-4151	MARTA hired JWA to lead the redesign of its bus network and provide additional planning services, starting in 2020. The redesigned network was adopted in early 2025. More recently, MARTA has given JWA an additional task order to support implementation of the new network by creating a new system map and helping with public communication.	Network design, route planning, demand-response planning, stakeholder and Board engagement, public communication, Title VI analyses, website development, mapmaking.	2020-present	\$845,000 to date	\$845,000 to date

6. VTA On-Calls – San Jose, California	Jay Tyree Deputy Director, Transit Service & Capital Planning Santa Clara Valley Transportation Authority Jay.Tyree@vta.org (408) 321-5893	JWA began working for VTA in 2015 when we were hired to redesign the countywide bus network. Under a separate contract, JWA was then hired to support VTA’s planning for High Capacity Corridors, evaluating 24 potential BRT corridors. JWA is currently providing on-call services to VTA, including analysis of individual route performance; change in demand post-pandemic; analysis of demand through cell-phone movements; and light-rail/bus integration planning.		2024-present	We do not know the total fee for the on-call contract for which one of these tasks were performed as a sub.	\$473,000
7. Translink On-Call – Vancouver, British Columbia, Canada	Matt Berggren, Manager, Transit Network Development 604-218-4861 matt.berggren@translink.ca	JWA has provided service planning and analysis to Translink under a number of contracts since 2011, most recently under a five-year on-call contract.	This work has included analysis of the existing network, development of new services, evaluation of scenarios, cost estimation, development of analysis methodologies, mapmaking and policy advice.	2011-present	\$291,000 CAD + \$60,000 USD	\$291,000 CAD + \$60,000 USD
8. Dallas Bus Network Redesign and Five Year Plan – Dallas, Texas	Rob Smith Interim Vice President of Planning, Dallas Area Rapid Transit, RSmith@dart.org (214) 749-2929	JWA led a large team in this redesign regional bus network. DART serves 13 fast-growing cities with a large network of bus, rail and on-demand transit services.	Network redesign, stakeholder engagement. JWA is now assisting DART with a Five Year Plan for further investments in bus service and infrastructure.	Redesign: 2019-2021 Five Year Plan: 2021-present	\$509,471	\$382,946
9. Pace ReVision – Chicagoland, Illinois	Erik Llewellyn, Chief Planning Officer Erik.Llewellyn@pacebus.com (847) 228-2336	JWA is leading a team of consultants to redesign the Pace bus network, adapting it to evolving travel patterns and the urgent need to address the anticipated regional transit funding shortfall in 2026.	In 2023 and 2024, JWA developed a detailed picture of existing transit service, travel demand, and demographic and land-use conditions in the Chicago suburbs. JWA and Pace staff then collaborated to create detailed network concepts to illustrate how the suburban bus network could improve under two financial scenarios.	2023-present	\$1.31M	\$741,385
10. Solano Comprehensive Operational Analysis – Solano County, California	Mandi Renshaw Planning & Marketing Manager mandi@soltransride.com (707) 736-6982	Comprehensive Operational Analysis and develop recommendations to improve its network, seeking to "optimally allocate resources to provide the highest quality of service to the community in order to maximize ridership."	Existing conditions analysis, examining current transit performance, market factors, travel time and job access. Stakeholder engagement support. Leading the design of a draft network plan for local and express services with a Core Design Workshop convening SolTrans and partner staff.	2024-present	\$342,000	\$342,000

11. PSTA Community Bus Plan Update – Pinellas County, Florida	Jacob Labutka, Planning Manager, Pinellas Suncoast Transit Authority jlabutka@psta.com (727) 540-1977	PSTA hired JWA to lead a team to develop the latest Community Bus Plan. JWA has taken a "community-centered" approach to develop the plan. WBA is a subcontractor on JWA's team, providing surveying and analysis services.	Network design, route planning, surveying, GIS analysis, public engagement, Board engagement.	2023-2025	\$800,000	\$325,000
12. San Francisco Post-Covid Network – San Francisco, California	Steve Boland Project Manager Steve.Boland@sfmta.com (415) 646-2034	San Francisco Municipal Transportation Agency (SFMTA or Muni) reduced its bus service due to an operator shortage and an uncertain future. They decreased service down to 70% of the pre-pandemic level and restructured parts of the network.	JWA helped SFMTA consider whether they should restore service as it was before the pandemic or invest those resources into higher frequencies in their core network. JWA worked together with SFMTA to develop three alternatives, including detailed network maps for each alternative.	2021-2023	\$184,575	\$184,575
13. Tri-Met Limited Stop/Express Study	Ryan Farncomb Senior Planner Parametrix (360) 626 - 3879 rfarncomb@parametrix.com	JWA supported Parametrix in this study of future limited-stop and express bus services, for TriMet in Portland. JWA provided analysis of demand, demographics and service; did peer research; led a network design effort; developed service concepts; developed a stop-spacing selection methodology; identified possible stop locations; and analyzed job access across all of the resulting alternatives.	Service planning, demand analysis, travel time analysis, job access analysis, network design facilitation, mapmaking.	2020-2021	unknown	\$25,300
14. El Centro Comprehensive Operational Analysis (Imperial Valley, CA)	Gustavo Gomez Senior Transportation Director Imperial County Transportation Commission (760) 592-4494 gustavogomez@imperialctc.org	JWA is currently managing a team of five firms to deliver this COA for the Imperial County Transportation Commission. The core of the study is a redesign of fixed routes and demand response services. Other tasks include a complete Ridecheck, public engagement (in English and Spanish), evaluation of demand-response operations, and planning for multiple financial scenarios. Huitt-Zollars is a subcontractor on this team, providing capital planning and financial estimates.	Network design, route planning, demand-response analysis and planning, financial planning, capital planning, public outreach.	2024 – 2027	\$485,970	\$295,191

15. Montreal Side-by-Side Trip Planner	Aurélié Bédard Chief of Projects, Digital Customer Information Société de transport de Montréal (STM) Aurelie.Bedard.2@stm.info +1 514 786-4636	JWA developed a custom side-by-side trip planner for STM, the transit agency of Montreal, Canada. The planner allows passengers to query a trip and see both their existing journey options and what options will be available after a service change. (JWA has developed similar trip planners for DASH in Alexandria, Suffolk County Transit and Miami.) The trip planner was developed to meet STM's style and design guidelines and to work bi-lingually.	Web development, digital customer information, web mapping.	2024	\$24,800	\$24,800
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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
Greensboro Long Range Transit Plan, Greensboro, NC, City of Greensboro	JWA led a long-range transit plan for the City of Greensboro. Most work is complete. Contract closeout expected in February 2026.	Prime	99%	\$569,076	\$4,317
Williamsburg FY25 Update Williamsburg Area Transit Authority	JWA previously helped WATA develop their first Transit Strategic Plan (required by Virginia). JWA was hired again to help WATA make the required annual updates to the document and also develop a new public-facing network map.	Prime	26%	\$54,749	\$40,333
San Juan Map Updates FY25 ATI	JWA previously created ATI's public facing network map and individual route maps. JWA was hired again to update those maps as needed and develop new mapping products that can help riders with wayfinding and route information.	Prime	81%	\$20,773	\$3,857
Suffolk NY Transit Support VHB Engineering, Surveying, Landscape Architecture and Geology, P.C.	JWA is assisting Suffolk County with ongoing network planning, performance assessment, scheduling, and map and brochure updates Suffolk County Transit.	Sub to VHB	52%	\$87,930	\$42,294
Des Moines Des Moines Area Regional Transit Authority	JWA was hired to redesign DART's bus network.	Prime	78%	\$819,128	\$181,935
San Antonio Map Updates FY25 VIA Metropolitan Transit	JWA previously created Via's public facing network map. JWA was hired again to update the maps as needed, particularly as Via launches new service changes.	Prime	44%	\$26,666	\$14,869
Asheville COA City of Asheville	JWA is redesigning ART's bus network.	Prime	87%	\$299,877	\$39,062

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
Athens GA Service Planning RS&H	JWA will lead a network redesign under an on-call contract, as a sub-consultant to RS&H.	Sub to RS&H	0% - To start Q1 2026.	\$289,530	\$289,530
Atlanta MARTA Network Map HNTB CORPORATION	JWA is developing a new system map and transit center maps in support of the rollout of the new MARTA NextGen Bus Network.	Prime	0% - Contract Negotiations	\$48,526	\$48,526
TARC New Network Implementation Schmidt Associates	Managing the implementation of the New TARC Network in Louisville, Kentucky. The newly redesigned bus network will launch in Summer 2026.	Sub to Schmidt	30%	\$317,000	\$215,900
Suffolk NY OD Survey WBA Research	As a sub-consultant, JWA is supporting a WBA Research led team for the Suffolk County O-D Survey. JWA is providing data analysis and mapping of the results for the project final report.	Sub to WBA Research	6%	\$14,972	\$14,115
TARC Louisville TC Schmidt Associates	Under an on-call contract to TARC, JWA is supporting a site selection study for a new downtown transit center location with service planning, site analysis, and stakeholder engagement support.	Sub for Schmidt	0%	\$592,601, JWA fee is only \$182,000.	\$182,000

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: Scudder Wagg

Date: 01/08/2026

Typed Name: Scudder Wagg

Title: President & Principal

NON-COLLUSION AFFIDAVIT

STATE OF Virginia

PARISH OF Arlington

Frederick E. Scudder Wagg, being first duly sworn, deposes and says that:

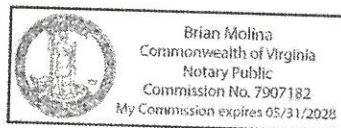
- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Jarrett Walker & Associates, LLC, the Contractor that has submitted the attached bid;
- (2) Such Bid is genuine and is not a collusive or sham Bid.
- (3) The attached bid is not made in the interest of or on behalf of any undisclosed 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: Frederick E. Scudder Wagg

Title: President

Sworn to me and subscribed in my presence this 7 day of December, A.D., 2025

[Signature]
NOTARY PUBLIC



**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 in 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 Jarrett Walker & Associates, LLC

ADDRESS 1021 SE Caruthers Street, Portland, Oregon 97214

DATE 1/9/26



Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Frederick E. Scudder Wagg, President hereby certify on
(Name and Title of Offeror Official)

behalf of Jarrett Walker & Associates, LLC 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 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 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 8th day of December, 2025.

BY Frederick E. Scudder Wagg

Witnesses: _____
(Signature of Authorized Official)

President

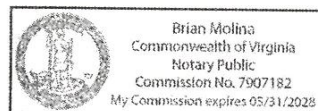
(Title of Authorized Official)

Sworn to and subscribed before me on this 8 day of December, 2025.

Notary Public In and For Arlington Parish/County

State of Virginia

[Signature]



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 Jarrett Walker & Associates, LLC

Firm Address 1021 SE Caruthers Street, Portland, Oregon 97214

Telephone Number 503-208-4249

Fax Number 503-749-0997

E-Mail Address scudder@jarrettwalker.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE Non-DBE

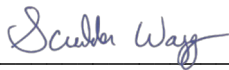
Age of the firm 14 years

Annual gross receipts of the firm \$3,500,000

Prime or Sub-Contractor Prime

NAICS code (s) 541370, 541,611, 541618

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title President

Date 1/9/26

RTA Project No. RFQ# 2025-040

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 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 CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 	1. Project name, project number and date of submittal: Regional Transit Authority On-Call Planning & Scheduling Services RFQ #2025-040 01/14/2025	2. Official name of firm, indicate if prime or subcontractant: Adaptation Strategies (Subconsultant)	3. Address of office to perform work: 221 W. Bertheaud Ave. Opelousas, LA 70570																																																																										
4. Name of parent company, if any: N/A	5. Location of headquarters (city): Opelousas, LA	6. Name, title, and telephone number of principal contact: Grasshopper Mendoza, CEO 504-669-9063	7. Name, title, and telephone number of project manager: Vivek Shah, Senior Planner 504-345-8638																																																																										
8. Specify Type of Business Entity: ☐ Corporation ☐ Proprietorship ☐ Partnership ☒ Limited Liability Corporation (LLC) ☐ Other _____	9. Indicate Special Status: ☒ Small business ☒ Minority-owned business ☒ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☒ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? ☐ Yes ☒ No If so, has the JV worked together before? ☐ Yes ☐ No Indicate the legal name of the JV:																																																																										
12. List full-time personnel by primary function. Count each only once. <table border="1"> <thead> <tr> <th>#</th> <th>Function (e.g. civil engineer)</th> </tr> </thead> <tbody> <tr><td>1</td><td>Chief Executive</td></tr> <tr><td>2</td><td>Urban Planner</td></tr> <tr><td>1</td><td>Transit Specialist</td></tr> <tr><td>1</td><td>Environmental Scientist</td></tr> <tr><td>1</td><td>Visionary Officer/Business Development</td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table> <table border="1"> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table> <table border="1"> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table> <table> <tr> <td style="width: 10%;"></td> <td style="text-align: right;">4</td> <td style="border-bottom: 1px solid black;"></td> <td rowspan="2">Total Personnel Domiciled in LA</td> </tr> <tr> <td></td> <td style="text-align: right;">6</td> <td style="border-bottom: 1px solid black;"></td> <td>Total Personnel</td> </tr> </table>				#	Function (e.g. civil engineer)	1	Chief Executive	2	Urban Planner	1	Transit Specialist	1	Environmental Scientist	1	Visionary Officer/Business Development																																																								4		Total Personnel Domiciled in LA		6		Total Personnel
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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: Tara Tolford, Senior Planner, AICP	a. Name and title: Ed Dornheim, Senior Transit Scheduler
b. Position or assignment for this project: Urban Planner, Complete Streets/Pedestrian and Bicycle Design Exper	b. Position or assignment for this project: Transit Scheduling & Operations Specialist
c. Years of professional experience with this firm: 5 With other firms: 15	c. Years of professional experience with this firm: 1 With other firms: 40
d. Education: College or University/ Degree / Year / Specialization University of New Orleans, Masters, 2011, Transportation and Land Use Planning Tulane University, BA, 2007	d. Education: College or University/ Degree / Year / Specialization Philadelphia University, BS, Business Management Canadian Urban Transportation Association, Professional Certificate, 2016, Transit Scheduling
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Tara is a transportation and land use planner with over 15 years of experience in urban and regional planning, policy, and design. Tara specializes in qualitative and quantitative data collection and analysis, strategic planning, project management, and evaluation, and has led research with local, state, and regional government agencies to support improved policy implementation and program outcomes. This has included managing numerous applied research projects focusing on active transportation policy, design, data collection, strategic planning, health equity, and evaluation for state, regional, local, and philanthropic partners. Past research has included demand analysis for regional rail, development of an active transportation planning and design course curriculum, complete streets policy development and implementation, international knowledge-sharing and outreach projects, and development and application of tools in support of smart growth, growth management, and Transit-Oriented Development in Louisiana. In addition, she is an instructor for the Master of Science in Transportation program (TRNS 6300: Applied Techniques for Transportation Professionals and URBN 4800/5800: Active Transportation Planning, Policy, and Design)	f. Experience and qualifications relevant to this project: Ed is an industry expert in transit service planning and implementation with experience and success working with agencies around the country on projects ranging from rail and BRT to local bus service and workforce management. His background encompasses skills in scheduling and runcutting, service planning, supervision, statistical analysis, and marketing. He is well versed in the Trapeze™ Scheduling Software and routinely uses FX and Blockbuster modules to produce schedules and cost-effective runcuts that are "streetable" and consistent with agency parameters. Mr. Dornheim has previously served as the Chief Schedule Maker for Southeastern Pennsylvania Transit Authority (SEPTA). He has also worked with many agencies - Fresno (FAX), Des Moines (DART), San Antonio (VIA), New Orleans (RTA), Tulsa (Tulsa Transit), Sudbury (GOVA), Lethbridge (Lethbridge Transit), Moncton (Codiac Transpo), and Tallahassee (Star Metro), et al - providing service planning and scheduling support, review, and training. Ed also authored numerous articles for Mass Transit Magazine, such as "The Scheduling Conundrum in Mass Transit," that discussed scheduling and implementation challenges in the transit industry.

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: Vivek Shah AICP CFM, Senior Planner/Project Manager	a. Name and title:
b. Position or assignment for this project: Transit Scheduling & Planning Specialist	b. Position or assignment for this project:
c. Years of professional experience with this firm: 8 With other firms: 15	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization University of New Orleans, Masters, 2012, Transportation, Environmental, Land Use Planning University of Rochester, Bachelors of Arts, 2007, Anthropology, Religious Studies, Chemical Engineering	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Vivek is a planner and project manager with 15 years of experience in public transit, multi-modal transportation, land use, and environmental planning, policy, and design. Recent work includes serving as the Director of Planning and Scheduling for the New Orleans Regional Transit Authority where he led the redesign of the entire transit network, shepherded the agency through multiple disasters, and helped build a public agency from the ground up. Vivek specializes transit service planning, scheduling, and implementation, qualitative and quantitative data collection and analysis, strategic and capital planning, project management, and evaluation. Past work includes transit network redesigns, disaster management, the development of capital projects like BRT and a downtown transit hub, an overhaul of transit fare policy, and analysis of alternative fuel options like the electrification of bus fleets. Vivek is also an expert in multi-modal transportation planning and design. Is a co-author of the New Orleans Complete Streets Policy (2011), helped develop the NOLA Move New Orleans by Bike plan	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel 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
Transit Scheduling and Operations Training, New Orleans, RTA	Elisabeth Stancioff, Senior Manager of Planning and Scheduling estancioff@rtaforward.or	AS has conducted training with the NORTA scheduling team, both in-person and virtual, to develop service plans	Ed Dornheim led all training activities.	ongoing (est. completion March 2026)	2 3 23	
Project Scoping and Proposal Development: SS4A Planning Grant, New Orleans, Downtown Development District	Rene Pastorek, Chief Economic Development Officer rpastorek@downtownnol	Adaptation Strategies (AS) worked with New Orleans' Downtown Development District to develop a U.S. DOT Safe Streets and	Grant writing, project scoping, budget development, data analytics	September 2024	8	8
Subject-Matter Expert (SME) Consulting, Downtown Development District Board Retreat	Polly Sawabini Advisor, Special Projects Manager, trepwise polly@trepwise.com 888-888-8887	Facilitation of DDD Board Retreat and synthesis of findings into 2023 Board Retreat Report	Adaptation Strategies provided advisory support regarding trepwise's approach and services on behalf of the DDD,	February 2023	3	3

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.

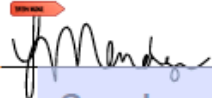
a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
All Stations Accessibility Program (Project No. 2023-FL-04) New Orleans, LA New Orleans Regional Transit Authority (under contract negotiations)	Subject-matter expert support for multi-modal design and transit service analysis/modeling	Subconsultant	0	4 8 48	

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 ethical 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: 
Typed Name: Grasshopper Mendoza

Date: December 29, 2025
Title: CEO, CFM

NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH OF St. Landry

Laura 'Grasshopper' Mendoza

, being first duly sworn, deposes and says that:

- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Adaptation Strategies, 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: Laura 'Grasshopper' Mendoza

Title: CEO

State of Texas County of Dallas

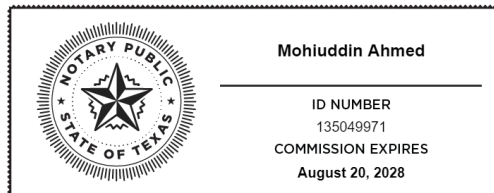
Sworn to me and subscribed in my presence this 1st day of December, A.D., 2025
by Laura 'Grasshopper' Mendoza

Mohiuddin Ahmed

Mohiuddin Ahmed

NOTARY PUBLIC

Commission Expiration Date : 08/20/2028



Electronically signed and notarized online using the Proof platform.

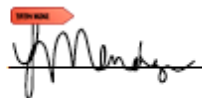
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

- 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 Adaptation Strategies LLC

ADDRESS 221 W Bertheaud Ave. Opelousas, LA 70570

DATE December 29, 2025

 _____

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, **Laura 'Grasshopper' Mendoza, CEO** hereby certify on
(Name and Title of Offeror Official)

behalf of **Adaptation Strategies** 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.
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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 **1st** day **December**, **2025**.

BY **Laura 'Grasshopper' Mendoza**

Witnesses: **Laura 'Grasshopper' Mendoza**
(Signature of Authorized Official)

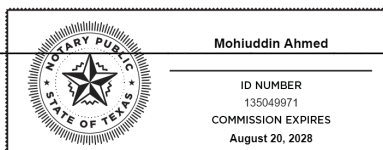
CEO

(Title of Authorized Official)

Sworn to and subscribed before me on this **1st** day of **December**, **2025**.
by **Laura 'Grasshopper' Mendoza**

Notary Public In and For **Dallas** Parish/County

State of **Texas**
Mohiuddin Ahmed
Notary Public, State of Texas



Commission Expiration Date : **08/20/2028**

Electronically signed and notarized online using the Proof platform.

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 Adaptation Strategies

Firm Address 221 W. Bertheaud Ave, Opelousas, LA 70570

Telephone Number 504-669-9063

Fax Number _____

E-Mail Address grasshopper@adaptationstrategies.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE DBE, Active

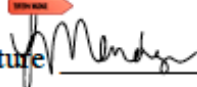
Age of the firm 9 years

Annual gross receipts of the firm \$11,368

Prime or Sub-Contractor Sub-contractor

NAICS code (s) 485119

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title CEO, CFM

Date December 29, 2025

RTA Project No. 2025-40

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 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 CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 	1. Project name, project number and date of submittal: On-Call Planning & Scheduling Services RFQ #2025-040 January 14, 2026	2. Official name of firm, indicate if prime or subconsultant: Huitt-Zollars, Inc. Subconsultant	3. Address of office to perform work: 1001 Fannin Street, Suite 4040 Houston, TX 77002 2051 Jamieson Avenue, Suite 502, Alexandria, VA 22314																																																																
4. Name of parent company, if any: N/A	5. Location of headquarters (city): Dallas, Texas	6. Name, title, and telephone number of principal contact: Richard Robyak, PE Senior Vice President (717) 756-7705 (M)	7. Name, title, and telephone number of project manager: Kenneth Mobley Vice President (571) 559-4050																																																																
8. Specify Type of Business Entity: ☒ Corporation ☐ Proprietorship ☐ Partnership ☐ Limited Liability Corporation (LLC) ☐ Other _____	9. Indicate Special Status: ☐ Small business ☐ Minority-owned business ☐ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☐ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? ☐ Yes ☒ No If so, has the JV worked together before? ☐ Yes ☐ No Indicate the legal name of the JV:																																																																
12. List full-time personnel by primary function. Count each only once.																																																																			
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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: Armandina Chapa, Associate Vice President	a. Name and title: Kenneth Mobley, Vice President
b. Position or assignment for this project: Planner	b. Position or assignment for this project: Planner
c. Years of professional experience with this firm: 20 With other firms: 0	c. Years of professional experience with this firm: 1 With other firms: 32
d. Education: College or University/ Degree / Year / Specialization University of Houston / Bachelor of Architecture / 2004 University of Houston / Bachelor of Science / 2004 / Environmental Design	d. Education: College or University/ Degree / Year / Specialization Carnegie Mellon University / Bachelor of Science / 1990 / Public Policy and Management Davidson College / Bachelor of Science / 1988 / Political Science
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered N/A	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Mandi has dedicated her 20-year career entirely to Huitt-Zollars, providing exceptional stability and institutional knowledge to her role as Project Manager. A core member of the urban planning team, she is an expert in coordinating multi-disciplined teams and diverse stakeholders to realize complex projects. Her dual background in architecture and environmental design allows her to bridge the gap between technical planning and urban design. Mandi is particularly valued for her impressive visualization capabilities—including mapping, renderings, and graphics—which are essential for public outreach and communicating technical concepts to non-technical audiences. Her portfolio illustrates deep experience in "Livable Centers" studies, having led consultant teams for Downtown/EaDo, Washington Avenue, and the award-winning Midtown Study. Additionally, she has managed significant public engagement efforts, such as the I-45 Public Engagement project in Houston, and large-scale regional studies like the Aldine Region Comprehensive Study and the Trinity Metro Bus Network Redesign.	f. Experience and qualifications relevant to this project: Ken is a highly experienced Principal Planner with over 35 years in the industry, specializing in rail and transit projects ranging from bicycle facilities to high-speed rail corridors. He brings a versatile skillset that spans planning, architecture, civil engineering, and program management. Ken has extensive experience in the Washington D.C./Maryland/Virginia (DMV) area, where he has been a lead planner for over 20 years and acted as a Technical Advisor for major agencies like WMATA. His expertise in Station Area Planning and Transit-Oriented Development (TOD) is profound; he led all land use analyses for the Silver Line extension's "New Starts" process and documented ridership impacts for its environmental documentation. He has also served as a Group Director for the Maryland Transit Administration. A skilled communicator, Ken has led award-winning stakeholder engagement campaigns, navigating complex political landscapes from local municipalities to state departments of transportation.

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: Ryan Furgerson, AICP	a. Name and title: David Copeland, AICP
b. Position or assignment for this project: Planner	b. Position or assignment for this project: Planner
c. Years of professional experience with this firm: <1 With other firms: 27	c. Years of professional experience with this firm: 9 With other firms: 0
d. Education: College or University/ Degree / Year / Specialization University of Pennsylvania / Master of Science / 2001 / City Planning, Transportation Concentration Michigan Technological University / Bachelor of Science / 1996 / Computer Science	d. Education: College or University/ Degree / Year / Specialization University of Houston / Bachelor of Architecture / 2016 / Minor in Energy and Sustainability
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered American Institute of Certified Planners (AICP) American Planning Association (APA) Pennsylvania Planning Association (PPA)	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered American Institute of Certified Planners (AICP) / 36182
f. Experience and qualifications relevant to this project: Ryan is a Planner and Project Manager with 27 years of experience who offers a distinct advantage through his background in both the public and private sectors. His executive experience as a former leader at the Berks Area Regional Transportation Authority (2012–2014) gives him an "owner's perspective," with direct experience managing major capital projects and overseeing critical FTA compliance areas, including Procurement, ADA, and Title VI reviews. In his consulting practice, Ryan specializes in collaborative transit visioning, rail station access, and service feasibility analysis. He is adept at managing budgets, workflows, and subconsultants to ensure delivery. His technical expertise allows him to identify optimal transit modes based on specific right-of-way and land use conditions. His extensive project list includes the Richmond Transit Network Plan (GRTC Operational Analysis), the VDOT Multimodal Planning On-Call Services, and the Post-COVID-19 Strategic Action Plan for the Jacksonville Transportation Authority.	f. Experience and qualifications relevant to this project: David is a certified planner with 9 years of experience who serves as the graphics lead for the Huitt-Zollars planning team. His work sits at the intersection of design and planning, ranging from logo creation to regional master plans, with a consistent focus on legibility, accessibility, and enjoyability. He is deeply committed to sustainability, personally and professionally, and specializes in projects that improve public transit and pedestrian access. His technical proficiency supports high-quality deliverables for complex studies, including the City of Dallas Street Design and Drainage Manuals and Livable Centers studies across the Houston region. He has also contributed to major transit initiatives such as the SEPTA Regional Rail Master Plan, SEPTA Center City Traffic Operations, and the site design for Capital Metro's McKalla Station in Austin.

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: Madeleine Pelzel	a. Name and title:
b. Position or assignment for this project: Planner	b. Position or assignment for this project:
c. Years of professional experience with this firm: 6 With other firms: 1	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization Rice University / Bachelor of Architecture / 2020 / Architecture and Anthropology	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered N/A	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Madeleine is a planner and designer with 6 years of experience, bringing a unique focus on community organizing and non-vehicular transportation. With a Bachelor of Architecture from Rice University, she combines design expertise with a passion for building systems that truly serve people. She specializes in detailed community involvement, ensuring that public input is not just collected but actively incorporated into technical analysis in a cyclical relationship. Her work prioritizes the specific details that make walking, biking, and transit pleasant and safe experiences. Her relevant project experience includes the SEPTA Reimagining Regional Rail project, SEPTA Center City Vision, and the SEPTA Equity study in Philadelphia, as well as the Trinity Metro Bus Network Redesign in Fort Worth and the Rio Metro Rail Runner in Albuquerque.	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel 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
SEPTA General Planning Consultant (GPC) Master Contract; Philadelphia, PA; Southeastern Pennsylvania Transportation Authority (SEPTA)	Ryan T. Judge Director, Strategic Planning & Analysis SEPTA Email: rjudge@septa.org Phone(O): (215) 580-3781 Phone(M): (215) 407-1430	Huitt-Zollars serves as a General Planning Consultant for SEPTA, providing on-call planning and engineering services. Key task orders include the Regional Rail Master Plan, which reimagines the network for lifestyle transit rather than just commuter peaks, and the Center City Traffic Operations Analysis.	Prime Consultant. Responsible for master planning, operational analysis, rail network strategy, and stakeholder engagement.	Ongoing	\$998K	\$998K
South Capitol Station Improvements; Santa Fe, NM; Rio Metro Regional Transit District	Rio Metro Regional Transit District Tony Sylvester tsylvester@mrcog-nm.gov (505) 724-3635	Planning and design for improvements to the South Capitol Station on the Rail Runner Express corridor. The project focuses on enhancing pedestrian safety, station access, and integration with the surrounding Santa Fe context.	Prime Consultant. Station design, pedestrian access planning, and safety improvements.	Ongoing	\$287K	\$287K
PennDOT Bureau of Public Transportation Program Management; Pennsylvania; PennDOT	Pennsylvania Department of Transportation Amber Bressler (717) 705-1711	Program management support services to assist the Bureau of Public Transportation in overseeing transit grants, compliance, and capital projects across the Commonwealth of Pennsylvania.	Prime Consultant. Program management, compliance review, and technical assistance to transit agencies.	Ongoing	\$5M	\$4M
McKalla Rail Station (Q2 Stadium); Austin, TX; Capital Metropolitan Transportation Authority (CapMetro)	Marcus Guerrero Capital Metropolitan Transportation Authority 512.389.7400 Marcus.Guerrero@capmetro.org	Design of a new \$24M commuter rail station serving the Q2 Stadium (Austin FC). The project includes double-tracking, drainage improvements, and a high-amenity station platform designed to handle large crowds for game days and daily commuters.	Prime Consultant. Architecture, civil engineering, structural, mechanical, electrical, and plumbing design.	2024	\$5.7M	\$3.4M
East Metro Strong Transit Network Opportunities; St. Paul/Minneapolis, MN; East Metro Strong	Will Schroeder, Executive Director	A comprehensive study to identify opportunities for transit network improvements in the East Metro region. The study analyzed existing conditions, gaps in service, and potential new routes to better connect residents to jobs and education.	Prime Consultant. Transit network planning, data analysis, and stakeholder engagement.	2019	\$42K	\$42K
Trinity Metro Bus Network Redesign (A Better Connection); Fort Worth, TX; Trinity Metro	Chad Edwards Executive Vice President of Planning Trinity Metro Email: chad.edwards@ridetm.org Phone: (817) 215-8627	A comprehensive system redesign to improve frequency and reliability. The project involved extensive public outreach and technical analysis to shift the system from a coverage model to a frequency-based network.	Prime Consultant. Network design, route planning, and public engagement.	2021	\$375K	\$375K

15. List work by firm and the firm's personnel 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
SEPTA Regional Rail Master Plan; Philadelphia, PA; SEPTA	Ryan T. Judge Director, Strategic Planning & Analysis SEPTA Email:rjudge@septa.org Phone(O):(215) 580-3781 Phone(M):(215) 407-1430	A strategic visioning plan to transition the Regional Rail system from a 9-to-5 commuter service to a frequent, all-day "lifestyle" transit network.	Prime Consultant. Strategic planning, ridership analysis, and service planning.	2024	\$1.01M	\$522K
Rabbittransit High Mobility Corridor Study (Phase 2); York, PA; Rabbittransit (York County Transportation Authority)	STV, Inc. Alexis Williams Email: Alexis.Williams@stvinc.com (215) 832-3529	Feasibility study and planning for high-capacity transit improvements along key corridors in York County, focusing on implementation strategies for Bus Rapid Transit (BRT) or enhanced bus service.	Subconsultant. Corridor planning and transit feasibility analysis.	2026	N/A	\$202K
CamTran Transit Development Plan; Johnstown, PA; Cambria County Transit Authority (CamTran)	Cambria County Transit Authority Tom Sylvia tsylvia@camtranbus.com (814) 535-5526	Comprehensive analysis of the existing transit system to improve efficiency and ridership. The plan included route restructuring recommendations and financial analysis.	Prime Consultant. System analysis and planning.	2025	\$229K	\$178K
Washington Avenue Livable Centers Corridor Study; Houston, TX; Houston-Galveston Area Council (H-GAC)	Jose Cantu Senior Planner, Community & Environmental Planning Houston-Galveston Area Council P: (832) 681-2679 E: Jose.Cantu@h-gac.com	A planning study to improve multimodal connectivity and economic development along the Washington Avenue corridor. The study focused on pedestrian safety, transit access, and creating a "livable" urban environment.	Prime Consultant. Urban planning, streetscape design, and public outreach.	2026	\$700K	\$700K
Historic McKinney Avenue Trolley Extensions; Dallas, TX; McKinney Avenue Transit Authority / City of Dallas	City of Dallas Alan Hendrix	Route alignment, engineering, and environmental studies for the northerly and southerly extensions of the historic trolley system, connecting it to DART Light Rail.	Prime Consultant. Route analysis, engineering studies, and FTA funding compliance.	2002	\$665K	\$308K
Imperial County Comprehensive Operational Analysis (COA); Imperial County, CA; Imperial County Transportation Commission (ICTC)	N/A	A comprehensive operational analysis to evaluate current transit services and identify opportunities for efficiency improvements and route restructuring to better serve the county.	Subconsultant to JWA. Service analysis and operational planning.	2026	N/A	\$36K

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
SEPTA General Planning Contract (Master & Task Orders); Philadelphia, PA; SEPTA	Huitt-Zollars serves as a General Planning Consultant for SEPTA, providing on-call planning and engineering services.	Prime	75%	\$998K	N/A
Houston Park Foundation Park Planning; Houston, TX; Houston Park Foundation	Urban planning, streetscape design, and public outreach.	Prime	98%	\$150K	\$15K
H-GAC Livable Communities – Washington Avenue Corridor Study; Houston, TX; H-GAC	A planning study to improve multimodal connectivity and economic development along the Washington Avenue corridor. The study focused on pedestrian safety, transit access, and creating a "livable" urban environment.	Prime	95%	\$700K	\$20K
Rabbittransit High Mobility Corridor Study Phase 2; York, PA; Rabbittransit	Feasibility study and planning for high-capacity transit improvements along key corridors in York County, focusing on implementation strategies for Bus Rapid Transit (BRT) or enhanced bus service.	Subconsultant	90%	\$202K	\$100K
NMDOT Rail Crossing Study; New Mexico; NMDOT	Station design, pedestrian access planning, and safety improvements.	Prime	95%	\$287K	\$8K
Imperial County COA; Imperial County, CA; ICTC	A comprehensive operational analysis to evaluate current transit services and identify opportunities for efficiency improvements and route restructuring to better serve the county.	Subconsultant	95%	\$36K	\$0
PennDOT Bureau of Public Transportation Program Management Support; Pennsylvania; PennDOT	Program management support services to assist the Bureau of Public Transportation in overseeing transit grants, compliance, and capital projects across the Commonwealth of Pennsylvania.	Prime	30%	\$5M	\$3M

17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

Huitt-Zollars, Inc. is a full-service engineering and architectural firm with extensive expertise in transit infrastructure planning, design, and construction management across the nation. Established in 1975 and supported by more than 570 professionals in 24 regional offices, the firm provides comprehensive transit solutions to public transportation agencies from coast to coast. Huitt-Zollars' transit experience includes operations and maintenance facilities for bus and rail systems, multimodal transit centers, park-and-ride facilities, station area planning, corridor improvements, and transit-oriented developments. The firm consistently delivers innovative, reliable, and sustainable designs that improve mobility, enhance operational efficiency, and address the evolving demands of growing communities.

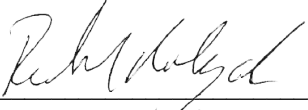
Ranked among the top design firms nationally by Architectural Record and Engineering News-Record, Huitt-Zollars has successfully partnered with major transit agencies such as Sound Transit in the Pacific Northwest, Dallas Area Rapid Transit (DART), SEPTA in Philadelphia, and transit providers in California, Texas, and across the Southeast. These collaborations have encompassed a wide range of services, from initial master planning and feasibility studies to detailed facility design, construction administration, and project management. As an employee-owned company, Huitt-Zollars cultivates a culture of accountability, innovation, and commitment, resulting in exceptional project delivery and long-term client satisfaction.

We are planners, engineers, architects, and public outreach specialists. WE ARE ALSO TRANSIT RIDERS. These experiences allow us to understand and empathize with the constraints under which transit systems operate, as well as the desires and expectations of the riding public. In addition, through our experience, we understand what works well, what improvements and modifications cost, the reasons for these costs, and the potential pitfalls of implementation.

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 ethical 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: 
Typed Name: Richard Robyak, PE

Date: 01/13/2026
Title: Senior Vice President

NON-COLLUSION AFFIDAVIT

STATE OF Texas

PARISH OF Dallas

Richard Robyak, PE, being first duly sworn, deposes and says that:

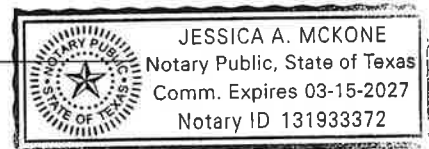
- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Huitt-Zollars, Inc., the Contractor that has submitted the attached bid;
- (2) Such Bid is genuine and is not a collusive or sham Bid.
- (3) The attached bid is not made in the interest of or on behalf of any undisclosed person, 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: *Richard Robyak*

Title: Senior Vice President

Sworn to me and subscribed in my presence this 13th day of January, A.D., 2026

Jessica A. McKone
NOTARY PUBLIC



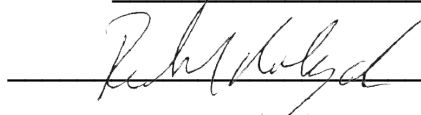
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

- 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 Huitt-Zollars, Inc.

ADDRESS 1001 Fannin Street, Suite 4040, Houston, TX 77002

DATE 12/31/2025



Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Richard Robyak, PE, Senior Vice President hereby certify on
(Name and Title of Offeror Official)

behalf of Huitt-Zollars, Inc. 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 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 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 13th day of January, 2026.

BY Richard Robyak, PE

Witnesses: [Signature]
(Signature of Authorized Official)

Senior Vice President
(Title of Authorized Official)

Sworn to and subscribed before me on this 13th day of January, 2026

Notary Public In and For Dallas Parish/County

State of Texas



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 Huitt-Zollars, Inc.

Firm Address 1001 Fannin Street, Suite 4040, Houston, TX, 77002

Telephone Number 713-622-1180

Fax Number 713-622-7021

E-Mail Address kmobley@huitt-zollars.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE Non-DBE

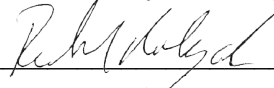
Age of the firm 50 years

Annual gross receipts of the firm >\$100M

Prime or Sub-Contractor Sub-contractor

NAICS code (s) 541330, 541310, 541320, 541370, 541410

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Senior Vice President

Date 12/31/2025

RTA Project No. RFQ #2025-040

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

FORM CQ - 2012

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: Regional Transit Authority On-Call Planning & Scheduling Services RFQ #2025-040 01/14/2025	2. Official name of firm, indicate if prime or subconsultant: Concordia, LLC. Subconsultant	3. Address of office to perform work: 1610 Oretha Castle Haley Blvd. Suite C. New Orleans, LA 70113																																
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans, LA.	6. Name, title, and telephone number of principal contact: Steven Bingler, Principal-in-Charge, 504-259-9543	7. Name, title, and telephone number of project manager: Bahareh Javadi, Director, 504-432-9494																																
8. Specify Type of Ownership: ☒ 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: N/A ☐ SBA certified ☐ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? Yes ☐ 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". <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;">#</th> <th style="text-align: left; border-bottom: 1px solid black;">Function (e.g. civil engineer)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Office Manager/Admin.</td> </tr> <tr> <td>4</td> <td>Architects (Licensed)</td> </tr> <tr> <td>2/1</td> <td>Project Managers (2 in New Orleans, 1 in Philadelphia)</td> </tr> <tr> <td>1</td> <td>Designer</td> </tr> <tr> <td>1</td> <td>Senior Advisor</td> </tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td style="text-align: right;">8</td> <td>Total Personnel Domiciled in LA</td> </tr> <tr> <td style="text-align: right;">9</td> <td>Total Personnel</td> </tr> </tbody> </table>				#	Function (e.g. civil engineer)	1	Office Manager/Admin.	4	Architects (Licensed)	2/1	Project Managers (2 in New Orleans, 1 in Philadelphia)	1	Designer	1	Senior Advisor																	8	Total Personnel Domiciled in LA	9	Total Personnel
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1	Senior Advisor																																		
8	Total Personnel Domiciled in LA																																		
9	Total Personnel																																		

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: Bahareh Rana Javadi, Director of Co-Design	a. Name and title: George Silvertooth, Engagement Coordinator & Graphic Designer
b. Position or assignment for this project: Project Manager / Director	b. Position or assignment for this project: Engagement Strategy and Designer
c. Years of professional experience with this firm: 11 With other firms: 1	c. Years of professional experience with this firm: 8 With other firms: 0
d. Education: Degree / Year / Specialization Master of Architecture with Specialization in Community Engagement & Metropolitan Studies, Tulane School of Architecture, 2014	d. Education: Degree / Year / Specialization Bachelor of Film/Digital Video, 2013, University of the Arts
e. Active registration or applicable certifications: State / Discipline / License number / First year registered Bahareh is actively pursuing her NCARB and AICP professional licenses.	e. Active registration or applicable certifications: State / Discipline / License number / First year registered George is currently pursuing his AICP certification.
f. Experience and qualifications relevant to this project: Bahareh is a managing Director at Concordia. For over a decade, Bahareh has managed projects through all phases of engagement, design, and construction. She supports firm operations and oversees the implementation of co-design throughout Concordia's interdisciplinary practice. Bahareh has managed many of Concordia's educational, institutional, and civic projects across architecture, planning, and engagement. She has led community engagement efforts, developed master plans, and managed publicly funded projects from design inception through construction. Education and youth empowerment are central to Bahareh's practice and she works to share her passion for collaborative place-making through her work on a variety of project types and scales. In addition to her professional practice, Bahareh is an active community member in New Orleans. She is engaged with a variety of non-profit, youth, and professional organizations, and regularly volunteers as a teaching artist an extra hand on community-led projects. Bahareh's recent relevant local project experience includes: - Community Engagement Leadership on the 2025 City Park Master Plan, and 2035 New Orleans Vision Planning - Project Management and Engagement leadership of CNO-CPA NORD Projects, including the Morris FX Jeff Sr. Natatorium and the Pecan Grove Recreation Center	f. Experience and qualifications relevant to this project: (George currently lives in Philadelphia, but grew up in Lafayette and lived in New Orleans for many years and plans to move back this year) George Silvertooth, a Lafayette native, is the Swiss Army knife at Concordia, working as community engagement strategist, planner, photographer, and graphic designer. He has worked on designing equitable and effective community engagement processes for diverse projects from navigating climate change in southern Louisiana to redefining public land use in Silicon Valley. He focuses on crafting unique, specific solutions for all engagement efforts while empowering community voices, so they see themselves in any plan, project, or idea. George received his BFA in Film/Digital Video at University of the Arts in Philadelphia. George was born in Hawaii, raised in Lafayette, LA, lived in Tennessee, Philadelphia, Florida, and New York City. These travels have helped give him perspective of many lives and ways to live to help influence his engagement strategies. Outside of Concordia, George makes music videos, plays guitar, cooks Cajun food, enjoys a good board game, and likes to laugh. George's recent relevant local project experience includes: Community Engagement Design and/or Project Management on: 2025 City Park Master Plan; LA Bureau of Family Health Title V Engagement Training; Homeless to Housed; Sewage & Water Board Listening Sessions; French Market Facilities Plan; LA SAFE Coastal Planning; and Lafitte Greenway Guide to Trail Oriented Development.

a. Name and title: Alex Sorapuru, Director	c. Name and title: Bobbie Hill, Senior Advisor
b. Position or assignment for this project: Engagement Strategy, Director	d. Position or assignment for this project: Engagement Advisor
c. Years of professional experience with this firm: 5 With other firms: 6	c. Years of professional experience with this firm: 35 With other firms: 0
d. Education: Degree / Year / Specialization Bachelor of Architecture, Louisiana State University, 2016 Washington Alexandria Architecture Center, Architecture Studio, Virginia Tech, 2014	d. Education: Degree / Year / Specialization Bachelor of Fine Art, Tulane University, New Orleans, Louisiana, 1974 The Fundraising School, Fundraising 101 and Planned Giving, IUPUI Center on Philanthropy, Indianapolis, Indiana, 1995, 1997
e. Active registration or applicable certifications: State / Discipline / License number / First year registered Alex is actively pursuing his NCARB professional license.	e. Active registration or applicable certifications: State / Discipline / License number / First year registered N/A
f. Experience and qualifications relevant to this project: Alex Sorapuru, Studio Director and Project Manager, brings over a decade of architectural and planning experience to his work at Concordia, where he rejoined the team four years ago after time spent in Colorado and Virginia. During those years, Alex focused on a mix of new construction and historic renovations, honing his eye for detail and deepening his commitment to client-centered design. Now once again based in his hometown of New Orleans, Alex is proud to contribute to projects that serve the community he knows best. During his time at Louisiana State University, he helped to manage the campus woodshop, while his academic work explored resilient communities and public housing in the U.S. His parallel practice as a visual artist continues to inform his architectural approach, grounded in place, and the belief that inclusive design begins with listening. Alex's recent relevant local project experience includes: Project Management and Engagement leadership of the 2025 City Park Master Plan, DeSoto Parish School District Facilities Master Plan, and the Andalusia 2023 Master Plan. Alex has also managed and designed architectural projects such as uncommon Construction Campus, The NET School Based Health Clinic, Ashe Cultural Arts Center, and various residential projects in New Orleans.	f. Experience and qualifications relevant to this project: Bobbie Hill was a Partner at Concordia Community-Centered Planning and Design. She has now transitioned into a Senior Advisor role as she begins the next phase of retirement. Through her planning and design efforts with Concordia, Bobbie Hill works with communities to help them realize their potential through consensus building and collaboration. She is committed to public scholarship by helping communities become healthy, interconnected civil societies – not homogeneous – but integrated. In addition to heading the Community Engagement team at Concordia, she has drawn upon her 30 years of experience in planning and conducting community engagement programs to create and initiate Concordia Roundtable, an in-depth training program for municipal and community leaders to teach them how to conduct effective and successful community engagement programs in their hometowns. Bobbie's project experience includes managing community engagement for the Unified New Orleans Planning project during which she provided coordination and oversight services for the city-wide New Orleans recovery plan. Additionally, she has led process design for the LA SAFE National Disaster Resilience Competition grant awarded to the State of Louisiana by HUD among a multitude of community engagement projects in New Orleans and beyond.

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
City Park Master Plan New Orleans, LA City Park Conservancy	Rebecca Dietz 504-482-4888 rdietz@nocp.org	Community engagement strategy, design, and facilitation of multiple large scale meetings, pop-up events, surveys, and youth committee engagement for a 25-year master plan.	Community engagement strategy, graphic design of materials and presentation, analysis of data, facilitation during meetings and pop-up events, coordinating community ambassadors	08/2025	\$238k	\$238k
French Market Corp. Policy Manual New Orleans, LA French Market Corp.	Leslie Alley 504-975-8871 lalley@frenchmarket.org	Outgrowth of planning and market study research for the French Market Flea & Farmer's Market including engagement of vendors.	Planning, community engagement, prototype design, estimating, and feasibility analysis	03/2024	\$20k	\$20k
Sewage & Waterboard Listening Sessions New Orleans, LA SWBNO & HDR	Meagan Harris 504-218-1234 Meagan.harris@hdrinc.com	Community engagement consulting for SWBNO listening sessions focused on educating and gathering information from staff and the public.	Consulting for community engagement strategy, developed listening session plan, site coordination	Ongoing	\$36k	\$36k
LA SAFE Southeast LA. LA Office of Community Development	Matthew Sanders 985-373-1705 msanders@pewtrusts.org	LA Strategic Adaptation for Future Environments includes programs, policies, and projects that will help coastal communities build resilience and adapt to increasing flood risk and impacts.	Community engagement strategy, graphic design of materials and presentation, analysis of data, facilitation during meetings and pop-up events, coordinating community ambassadors	12/2018	\$40M	\$735k
Lafitte Greenway Guide to Trail-Oriented Development New Orleans, LA Friends of Lafitte Greenway	Sophie Harris Vorhoff 504-702-6777 sophie@lafittегreenway.org	Concordia collaborated with the Friends of Lafitte Greenway to visualize technical zoning information, produce clear maps, create unique graphs based off of biking data, and create icons for higher development principals.	Graphic design, zoning research, development research	05/2019	\$1.5k	\$1.5k

LA. Bureau of Family Health: 2025 Maternal & Infant Health Needs Assessment Report Louisiana LA. Bureau of Family Health & TrepWise	Mark Morrison 225-495-5757 Mark.morrison2@la.gov	To supplement the Louisiana BFH Title V 2025 Maternal & Infant Health Needs Assessment Report, Concordia designed and facilitated a four-part workshop series focused on expanding and deepening community engagement strategies.	Community Engagement strategy, design of materials and presentation, virtual engagement session facilitation, data analysis, final report design	12/2025	\$75k	\$25k

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
Piety St. Hotel 500 Piety Street, New Orleans, LA. David Fusiler	Architectural Services, Community Engagement	Prime	50%	\$846,000	\$423,000
1141 Margaret Place Eddie Taleboo	Architectural Services	Prime	95%	\$54,000	\$2,700
Morris FX Jeff Community Center 2529 General Meyer Ave. New Orleans, LA 70114 City of New Orleans	Architectural Services, Community Engagement	Prime	95%	\$298,455	\$14,922.75
Fairfield Properties Shreveport, LA Edward Taylor	Architectural Services, Community Engagement	Prime	80%	\$705,000	\$141,000

NORDC Pecan Grove Rec Center Chef Menteur Highway, New Orleans, LA City of New Orleans	Architectural Services, Community Engagement	Prime	55%	\$230,000	\$103,500
NOPL Children's Resource Center New Orleans, LA City of New Orleans	Architectural Services	Prime	75%	\$34,000	\$8,500
Guste School Window Replacement New Orleans, LA OPSB Facilities Mgmt. – Ray Lauga	Architectural Services	Prime	99%	\$23,754	\$237.54
2030 St. Claude Renovation New Orleans, LA Domingo De Los Reyes	Architectural Services	Prime	95%	\$10,000	\$500
Fredrick Douglass School Gym New Orleans, LA New Orleans Public School – Isaac Williams	Architectural Services	Prime	0%	\$97,000	\$97,000
HVAC Repairs at McMain School New Orleans, LA OPSB Facilities Mgmt. – Ray Lauga	Architectural Services	Prime	70%	\$37,627	\$11,288
Cubberley Master Plan Palo Alto, CA City of Palo Alto – Kristen O’Kane	Master Planning, Community Engagement	Prime	95%	\$696,966	\$34,848.30
Goretti Park New Orleans, LA City of New Orleans	Architectural Services, Community Engagement	Prime	65%	\$33,505	\$11,726.75

NORA Early Learning Centers New Orleans, LA NORA	Architectural Services, Community Engagement	Prime	Ongoing / On-Call Services	Hourly	Hourly
1660 N. Tonti St. New Orleans, LA Christopher King	Architectural Services	Prime	70%	\$27,000	\$8,100
217 Norland Ave. New Orleans, LA Charette Thomas	Architectural Services	Prime	65%	\$16,600	\$5,810
Sewage and Water Board of New Orleans Listening Sessions New Orleans, LA SWBNO	Community Engagement	Sub-Consultant	20%	\$18,000	\$13,400
NOMA Makers Space New Orleans, LA New Orleans Museum of Art	Community Engagement, Planning	Prime	50%	\$50,000	\$25,000
Andalusia Multi-Family Andalusia, AL City of Andalusia	Architectural Services, Planning, Community Engagement	Prime	5%	\$135,000	\$128,250
Iris Motel Improvements New Orleans, LA Katherine Ward & John Hendrix	Architectural Services	Prime	85%	\$20,350	\$3,052.50
Dolores Aaron Vestibule New Orleans, LA OPSB Facilities Mgmt. – Ray Lauga	Architectural Services	Prime	0%	\$32,418	\$32,418

DeSoto Schools Expansion DeSoto Parish, LA DeSoto Parish School District	Planning, Community Engagement	Sub Consultant	90%	\$85,000	\$8,500
1332 OC Haley Blvd. New Orleans, LA Community Connection Programs, Inc. – Jewel Chavis	Architectural Services	Prime	10%	\$200,000	\$180,000
Western North Carolina Unified Planning Swannanoa, NC Appalachian Design Center – Chris Joyell	Community Engagement, Planning	Prime	Ongoing/On-Call Services	Hourly	Hourly

17. Use this space to provide any additional information or description of resources supporting your firm’s qualifications for the proposed project.

Concordia is dedicated to community-centered design and holistic planning. Concordia is our one word mission statement – it means “Harmony” in Latin. We work to achieve harmony between people and things through an inclusive and participatory community roundtable process and through the integration of a holistic framework that we call Nexus, which highlights the intersection of social, educational, cultural, organizational, economic, and physical assets within a community.

Understanding context and culture is paramount for our work. That’s why we have developed a community engagement approach that is deep, authentic, and custom-tailored for each project. Residents know their community best. Our main process mines their wisdom in roundtable, game-like activities, where participants play an active role in moving the planning and design process forward all together in a large, open-meeting format. We help explain the necessary details of the project through easily digestible storytelling, utilizing maps, clear graphics, and other materials. We thoroughly document the data and results and demonstrate through every project how resident input shapes the final outcome. This builds community trust, support, excitement, and ownership over the outcome, and it also leads to better designs that are molded to the community they serve.

We often supplement the results of these meetings with distribution of pre-meeting materials, focused survey-based engagement, and pop-up engagements to meet community members where they already are—at local events and gathering spaces. We also advocate for hiring “community fellows” who help our planning team widen their reach to under-heard voices in the community and build ground-up trust in the process. Community Fellows assist with outreach, host pop-up booths, and facilitate group discussions. The Community Fellows program is designed to break down barriers, build trust within the community, and empower local project champions.

We have used this process in strategic planning, adaptation planning, master planning (including transit strategies), and architectural design. While the project type may change, the principles of our engagement process remain.

Our engagement process is **iterative**, beginning at the start of the project and building from one meeting to the next.

Our process is **transparent** and thoroughly documented using beautiful graphic design standards for visual communication.

Our process is **meaningful**, with tangible results understood by all involved.

And our process is **fun**, using interactive activities that build collaboration and dialogue around the project topic.

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: _____ 1/14/2026 _____

Typed Name: _____ Steven Binger _____

Title: _____ Principal _____

NON-COLLUSION AFFIDAVIT

STATE OF LOUISIANA

PARISH OF ORLEANS

MELANIE BOURG, being first duly sworn, deposes and says that:

- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Concordia, LLC, 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: Melanie Bourg

Title: BUSINESS MANAGER

Sworn to me and subscribed in my presence this 11th day of January, A.D., 2026

[Signature]
NOTARY PUBLIC

DAVID J. BOURG
NOTARY PUBLIC
650 POYDRAS ST., STE. 1200
NEW ORLEANS, LOUISIANA 70130
NOTARY NO. 36445
MY COMMISSION IS ISSUED FOR LIFE.

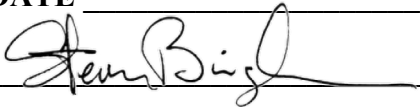
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

- 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 Concordia, LLC

ADDRESS 1610 Oretha Castle Haley Blvd, New Orleans, LA 70113

DATE 1/9/26



Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I. MELANIE BOURG, BUSINESS MANAGER hereby certify on
(Name and Title of Offeror Official)

behalf of Concordia, LLC 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 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 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 11 day JANUARY, 2026.

BY MELANIE BOURG

Witnesses: Melanie Bourg
(Signature of Authorized Official)

BUSINESS MANAGER
(Title of Authorized Official)

Sworn to and subscribed before me on this 11th day of January, 2026

Notary Public In and For ORLEANS Parish/County

State of LOUISIANA

DAVID J. BOURG
NOTARY PUBLIC
650 POYDRAS ST., STE. 1200
NEW ORLEANS, LOUISIANA 70130
NOTARY NO. 36445
MY COMMISSION IS ISSUED FOR LIFE.

David J. Bourg

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 Concordia, LLC

Firm Address 1610 Oretha Castle Haley Blvd, New Orleans, LA 70113

Telephone Number 504.569.1818

Fax Number NA

E-Mail Address bjavadi@concordia.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE Non-DBE

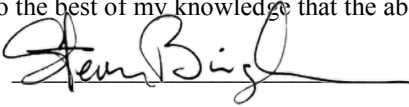
Age of the firm 42

Annual gross receipts of the firm \$1.2M

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541310, 541690, 925120

I certify to the best of my knowledge that the above information is true and correct:

Signature  _____

Title Principal-in-Charge

Date 1/9/26

RTA Project No. 2025-040

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 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 CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

[illegible]

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: Andy Sternad, AIA, AICP Principal & Vice President	a. Name and title: Jaime Ramiro Diaz, AIA, LEED AP Urban Design Director
b. Position or assignment for this project: Planning Principal	b. Position or assignment for this project: Senior Planning Advisor
c. Years of professional experience with this firm: 12 With other firms: 2	c. Years of professional experience with this firm: 21 With other firms: 4
d. Education: College or University/ Degree / Year / Specialization Yale University/ Masters / 2016 / Architecture Washington University in St. Louis / Bachelors / 2009 / Architecture	d. Education: College or University/ Degree / Year / Specialization Tulane University / Masters / 2008 / Architecture Tulane University / Bachelors / 2000 / Architecture
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered Louisiana / Registered Architect / 10110 / 2018 South Carolina / Registered Architect / 10797/ 2022 Connecticut / Registered Architect / 8741 / 2023 Florida / Registered Architect / AR101610 / 2021 AICP Planner	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered Louisiana/ Registered Architect / 10192 / 2024
f. Experience and qualifications relevant to this project: Andy is a leader of Waggonner & Ball's resilience practice at the intersection of architecture, landscape, and urban design. He focuses on urban- and building-scale solutions that reveal the character of place and integrate issues of climate, nature, economy, and people. Andy works to build long-term collaborative partnerships between clients, communities, designers, and technical experts. Andy has played an integral role developing and refining the firm's Living With Water® design approach in New Orleans. He was a lead author of the Greater New Orleans Urban Water Plan, which catalyzed a regional shift towards sustainable and resilient water management. Andy led the firm's Water Professional & Civic Affiliations NCARB American Planning Association Board of Directors, Ripple Effect Alumni Board of Governors, Washington University in St. Louis New Orleans Business Alliance Economic Development Ambassador, 2019 Selected Projects Gretna City Park Gretna, LA Spirit of Charity, Lafitte Greenway, Armstrong Park New Orleans, LA Lafitte Greenway Sustainable Water Design New Orleans, LA Charleston Water Plan Charleston, SC Greater New Orleans Urban Water Plan Metro New Orleans, LA Isle de Jean Charles Resettlement Planning Terrebonne Parish, LA Louisiana Strategic Adaptations for Future Environments (LA SAFE) Adaptation Strategy Southeast Louisiana Rebuild By Design International Competition: Resilient Bridgeport Bridgeport, CT Dutch Dialogues: New Orleans New Orleans, LA AIA Louisiana Honor Award City Plan 2030 Land & Water Analysis Charleston, SC Dutch Dialogues Charleston Charleston, SC Living With Water Houston Houston, TX	f. Experience and qualifications relevant to this project: Jaime Ramiro Diaz (Rami) is an architectural and urban design leader of Waggonner & Ball's resilience and Living With Water® practice. Rami is a client liaison, senior project designer, and collaboration leader for climate adaptation projects across the country. A frequent lecturer and tour leader, they are expert at integrating architecture, landscape, and water system challenges into pictures that suggest innovative solutions and capture the spirit of place. Rami was a key part of the firm's leadership in developing the Living With Water® movement in New Orleans after Hurricane Katrina. Professional & Civic Affiliations City of New Orleans Board of Zoning Adjustments Member Board President, Groundwork New Orleans Trust For Public Land, Climate Smart Cities: Absorb Advisory Panel WEF National Green Infrastructure Certification Program Oversight Committee Selected Projects Mirabeau Water Garden & Gentilly Resilience District New Orleans, LA Japhet Creek Trail & Pedestrian Bridge Houston, TX Ohio Creek Watershed Resilience Norfolk, VA St. Paul's Blue/ Greenway Norfolk, VA Resilient Hampton Hampton, VA LA SAFE Resilience Planning Louisiana (6 parishes) Greater New Orleans Urban Water Plan Metro New Orleans, LA Lockwood South Development, Buffalo Bayou Partnership Houston, TX Lafitte Greenway Sustainable Water Design New Orleans, LA AIA Louisiana Merit Award for Master Planning/Urban Design Dutch Dialogues New Orleans New Orleans, LA AIA Louisiana Honor Award for Master Planning/Urban Design Dutch Dialogues Virginia Norfolk, VA Dutch Dialogues Charleston Charleston, SC Living with Water Houston Houston, TX

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
City of Mandeville Park Design <i>Mandeville, LA</i> City of Mandeville	Landscape/Urban Design Design of three new parks following the creation a the Recreational and Parks Master Plan.	Prime	54%	677,036	267,450
Poverty Point Master Plan & Site Entrance <i>Pioneer, LA</i> State of Louisiana, Office of Facility Planning and Control	Landscape/Urban Design Master plan for UNESCO World Heritage site, future museum planning	Prime	83%	400,695	71,362
Gallier House Reinterpretations and Conceptual Master Plan <i>New Orleans, LA</i> Hermann Grima & Gallier Historic Houses	Feasibility Study & Conceptual Design Master Plan for 19th-century French Quarter structures.	Prime	39%	70,000	42,500
Paul Hall Clean Room <i>New Orleans, LA</i> The Administrators of the Tulane Educational Fund	Construction Administration	Sub	50%	30,000	21,255
New City Park at Landfill (America Street) Site <i>Mandeville, LA</i> City of Mandeville	Landscape Design for 3 parks in Mandeville, help with preliminary costing/set budgets.	Prime	62%	604,999	223,725
New City Park at 12X (West Toll Plaza) Site <i>Mandeville, LA</i> City of Mandeville	Landscape Design & preliminary costing/set budgets	Prime	51%	1,181,205	91,0277
New City Park at Carroll Street Sites Fee <i>Mandeville, LA</i> City of Mandeville	Landscape/Urban Design	Prime	25%	337,303	246,592

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
Mirabeau Memorial Garden Concept Design <i>New Orleans, LA</i> Congregation of the Sisters of St. Joseph	Full Landscape and Architectural design service for a Memorial Garden on the Mirabeau Site	Prime	0%	25,000	25,000
United Houma Nation (UHN) Rising Project <i>Houma, LA</i> United Houma Nation, Inc.	Architectural Design & Renovation of existing property for use as UHN Admin offices	Prime	35%	1,531,931	1,193,367
Jefferson Building Historic Restoration/ Renovation <i>New Orleans, LA</i> Isidore Newman School	Renovation of existing building on private school campus, pre-k thru 12th grades	Prime	30%	1,315,000	672,000
Tulane Univ - Charity Hospital Redevelopment <i>New Orleans, LA</i> Payette Architects	Architectural Design & Renovation	Subconsultant	90%	4,500,000	4,059,000
Tulane University Master Plan <i>New Orleans, LA</i> Sasaki Associates, Inc.	Landscape/Urban Design Master plan	Subconsultant	90%	350,000	350,000
Terrebonne Parish Community Resilience Centers Houma, LA Terrebonne Parish Consolidated Government	Feasibility analysis and identification of a strategic location or locations for Community Resilience Centers.	Subconsultant	35%	500,000	320,000
Mirabeau <i>New Orleans, LA</i> <i>City of New Orleans</i>	Landscape/Urban Park Design	Prime	75%	2,762,183	234,814
Bridgeport NDR / Phase 2 FRRP Final Design <i>Bridgeport, CT</i> WSP USA	Resilience and stormwater planning	Subconsultant	64%	2,090,540	425,288

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
CC Mickle Hall <i>Shreveport, LA</i> Centenary College of Louisiana	Full Architectural Design	Prime	75%	2,505,121	749,782
Audubon State Historic Site Master Plan <i>New Orleans, LA</i> The Administrators of the Tulane Educational Fund	Master Landscape Plan for Historic Site	Prime	21%	1,388,275	212,569

17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

We are a community of designers who create spaces and environments sensitive to context, time, and place.

Waggonner & Ball is an internationally active architecture and design firm located in New Orleans, where the Mississippi River meets the Gulf of Mexico. Our collaborative Living with Water® approach to resilient design has benefited cities and projects around the globe. Our firm's roots are in historic preservation, which inspires us to seek creative and adaptive solutions for our buildings, cities, and landscapes so that they might thrive far into the future.

Our work spans a range of scales, from buildings to landscapes, from cities to watersheds, and a range of clients, from private institutions to city, state, and federal governments. Our work also spans a range of places, including resilience projects from the US Gulf and East Coasts to South India, as well as architecture projects from the French Quarter to Beijing. No matter where we work, we draw on the local while engaging our global context of a changing climate, precarious economic conditions, and powerful new technologies.

We align cutting-edge best practices and technical analysis with underlying deep structures of culture, character, and place. Our work emphasizes qualities more fundamental than style, and our focus is always on essential matters: people, soil, water, ecology, climate, space, and light.

New Orleans—a challenging environment on the front line of climate change where a holistic approach to design is essential—is both our home and our point of departure.



Climate Adaptation Across All Scales

Since Hurricane Katrina, we've pioneered the Living with Water® movement in New Orleans, developing a wealth of place-specific climate adaptation expertise that no other design firm can claim.



We approach climate adaptation not just as a bolstering of infrastructure, but a chance to enhance the places and spaces that make our neighborhoods distinct. Mobility is a central pillar of a resilient and sustainable city.

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 ethical 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: _____

Typed Name: **Andy Sternad**

Date: **1/14/2026**

Title: **Principal & Vice President**

WAGGONNER & BALL

December 18, 2025

Rami Diaz
Urban Design Director
Waggonner & Ball, Inc.
1111 Foucher Street, 3A
New Orleans, LA 70115
ramiro@wbae.com

Re: CQ-2012 Question #18

To whom it may concern:

In response to question #18 of the RFQ respondent's questionnaire, I have served on the City of New Orleans Board of Zoning Adjustments for two five-year terms, pro bono. If an appeal or zoning waiver request related to the Regional Transit Authority or related parties comes before the board, I will recuse from the hearing and voting process, as I have done on rare occasions in the past. If there are questions or concerns about a potential conflict, I will seek counsel from the City Planning Commission staff and law department first and escalate to the State Ethics Board if required for further clarification.



Rami Diaz
Principal, Urban Design Director

WAGGONNER & BALL
A MOFFATT & NICHOL STUDIO

1111 FOUCHER STREET, 3A
NEW ORLEANS, LA 70115
+1 504 524 5308
WBAE.COM

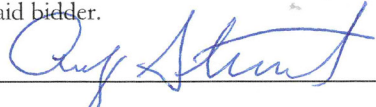
NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH OF Orleans

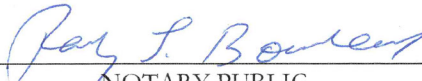
Andy Sternad, being first duly sworn, deposes and says that:

- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Waggonner & Ball, Inc., 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: 

Title: Principal & Vice President

Sworn to me and subscribed in my presence this 12th day of January, A.D.,


NOTARY PUBLIC



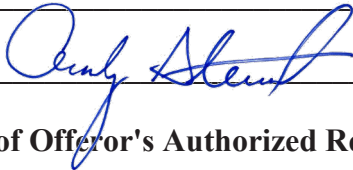
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

- 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 Waggonner & Ball

1111 Foucher Street, 3A
ADDRESS New Orleans, LA 70115

DATE December 18, 2025


Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Andy Sternad, Principal & Vice President hereby certify on
(Name and Title of Offeror Official)

behalf of Waggoner & Ball, Inc. 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 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 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.

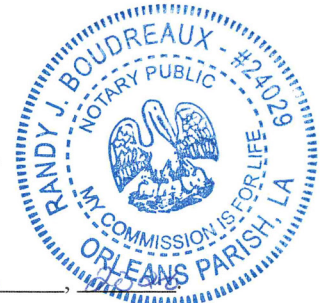
This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file 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 12th day of January, 2026.

BY Andy Sternad

Witnesses: Randy J. Boudreaux
(Signature of Authorized Official)

NOTARY
(Title of Authorized Official)



Sworn to and subscribed before me on this 12th day of January, 2026.

Notary Public In and For ORLEANS Parish/County

State of LOUISIANA

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 Waggonner & Ball

Firm Address 1111 Foucher Street, 3A, New Orleans, LA 70115

Telephone Number 504-524-5308

Fax Number N/A

E-Mail Address andy@wbae.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE Non-DBE

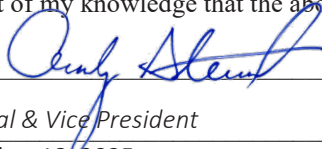
Age of the firm 55 Years

Annual gross receipts of the firm \$4,993,332

Prime or Sub-Contractor Subcontractor

NAICS code (s) 541310

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Principal & Vice President

Date December 18, 2025

RTA Project No. 2025-040

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

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: On-Call Planning & Scheduling Services RFQ 2025-040 12/30/2025	2. Official name of firm, indicate if prime or subconsultant: The Villavaso Group, LLC (Subconsultant)	3. Address of office to perform work: 7111 Lake Barrington Dr New Orleans, La 70128																																																																								
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans	6. Name, title, and telephone number of principal contact: Corinne M. Villavaso Principal 504-905-2892	7. Name, title, and telephone number of project manager: Odile Ramsay Lead Engineer and Data Analyst 504-451-4879																																																																								
8. Specify Type of Ownership: LLC	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 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". <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>#</th> <th>Function (e.g. civil engineer)</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Engineer and Data Analysis</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td>Principal Planner and Demographer</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td>Total Personnel Domiciled in LA</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td>Total Personnel</td> </tr> </tbody> </table>				#	Function (e.g. civil engineer)							1	Engineer and Data Analysis							1	Principal Planner and Demographer							1																																						2	Total Personnel Domiciled in LA							2	Total Personnel
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						2	Total Personnel																																																																				

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: Corinne Villavaso	a. Name and title: Odile Ramsay
b. Position or assignment for this project: Principal Planner and Demographer	b. Position or assignment for this project: Project Manager
c. Years of professional experience with this firm: 13 With other firms: 9	c. Years of professional experience with this firm: 4 With other firms: 42
d. Education: Degree / Year / Specialization 2007: Bachelor of Science, Urban Studies and Regional Planning, University of New Orleans 2009-2010: Master of Tourism and Development Planning, California University of Pennsylvania 2024: Master of Professional Studies (M.P.S.) Degree in Applied Demography, Penn State World Campus	d. Education: Degree / Year / Specialization 1975: Tulane University New Orleans, LA Bachelor of Science in Civil Engineering 1996: University of Phoenix New Orleans, LA Master of Arts - Organizational Management
e. Active registration or applicable certifications: State / Discipline / License number / First year registered	e. Active registration or applicable certifications: State / Discipline / License number / First year registered
f. Experience and qualifications relevant to this project: ○ City of New Orleans, Louisiana. Concordia LLC. A/E Services for New Orleans Recreation Development Commission (NORDC) 2023-Present ○ City of New Orleans, Louisiana. Sasaki. Lincoln Beach Redevelopment Master Plan 2023-Present ○ City of Portland, Oregon. Concordia LLC, the City of Portland Feasibility Study for the Interstate Firehouse Cultural Center. (2022-Present) ○ HOPE Credit Union Enterprise Corporation Supplier Diversity Program. Jackson, Mississippi and New Orleans, Louisiana (2022-Present) ○ City Portland, Oregon. Police Accountability Commission (PAC) Facilitation Services. (2021-Present) ○ City of New Orleans, Louisiana. GDS Associates, INC (GDS) City of New Orleans Demand Side Management Consultant and Energy	f. Experience and qualifications relevant to this project: ○ City of New Orleans, Louisiana. Sasaki. Lincoln Beach Redevelopment Master Plan 2023-Present ○ HOPE Credit Union Enterprise Corporation Supplier Diversity Program. Jackson, Mississippi and New Orleans, Louisiana (2022-Present) ○ City of New Orleans, Louisiana. GDS Associates, INC (GDS) City of New Orleans Demand Side Management Consultant and Energy Efficiency Potential Study. (2021-2023) ○ South Central Bell/BellSouth Telecom (Network/Capacity Analysis Planner/Manager) New Orleans LA (1978- 2017) ○ South Central Bell/BellSouth Telecom (Facilities Engineer) New Orleans LA (1975 – 1978)

Efficiency Potential Study. (2021-2023)

- **Oregon Department of Transportation**, Infrastructure Investment and Jobs Act Public Outreach and Engagement (2021-2022)
- **Oregon Department of Transportation**, I-5 Rose Quarter Improvement Project (2019 – Present)
- **Washington County, Oregon**. Demographic Analysis and Equity Framework Development (November 2021-February 2022)
- **Multnomah County, Oregon** Equity Framework and Title VI Program Update (July 2021 – February 2022)
- **Washington County, Oregon**. Supplier Diversity Toolkit and Training. (2021-2022)
- **City of New Orleans, Louisiana**. Disparity Study. (2013-2014)
- **City of New Orleans, Louisiana**. CHPlanning. New Orleans International Airport (MSY) Terminal Expansion Project
- **New Orleans Regional Planning Commission (NORPC)**, GEAUXNOLA-RideSharing Program and Workforce Transportation Study

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
A/E Services for New Orleans Recreation Development Commission (NORDC) Pecan Grove Community Center, City Of New Orleans.	Bobbie Hill (504) 569-1818 bhill@concordia.com	Design and Construction Administration of renovations to the existing Pecan Grove Recreation Center shall include but not be limited to reprogramming existing interior spaces to create flexible community gathering areas for various community activities.	TVG is currently serving as sub-consultant to Concordia's Design Team for the A/E services for the NORDC Pecan Grove Recreation Center renovation that sustained damages from the flooding event following Hurricane Katrina in 2005. The newly renovated facility will be a multi-use flexible space for community gatherings, education,	5/2024	\$236,888.06	\$12,000

			fitness, and recreation.			
City of New Orleans Demand Side Management Consultant, City Of New Orleans,	Erin Spears espears@nola.gov	The New Orleans City Council solicited for and executed a contract in 2021 for a Demand-Side Management (DSM) Consultant to conduct a comprehensive independent DSM potential study analysis to "inform the Entergy New Orleans ("ENO") 2021 Integrated Resource Plan (IRP), and any near-term DSM planning goals related to ENO achieving a 2% energy savings relative to sales inclusive of energy efficiency and demand response". The evaluation results were to aid in developing the ENO 2021 Triennial IRP planning for the City Council.	TVG supports clients with innovative analysis and implementation. TVG was contracted by GDS Associates, INC (GDS) to complete the data collection, market research, market characterization, and data analysis tasks for the New Orleans City Council Demand-Side Management (DSM). TVG assisted in conducting a comprehensive independent DSM potential study analysis to "inform the Entergy New Orleans ("ENO") 2021 Integrated Resource Plan (IRP), and any near-term DSM planning goals related to ENO achieving a 2% energy savings relative to sales inclusive of energy efficiency and demand response". The evaluation results were to aid in the development of the ENO 2021 Triennial IRP planning for the City Council. As part of the City Council's evaluation of the ENO IRP and DSM planning, TVG reviewed and compared the ENO 'Energy Smart Implementation Plan' and ENO 'Stakeholders Agreements' to energy-related New Orleans City Council orders, ordinances, and regulations where TVG developed and provided the New Orleans City Council a written comprehensive Summary that outlined the findings of its in-depth comparative analysis, accompanied by comments on any identified inconsistencies and recommendations for strategies, tools, and/or protocols for assurance that the ENO Energy Smart Implementation Plan is in alignment with City Council guidelines and ENO stakeholder agreements.	5/2023	\$313,800	\$40,800

I-5 Rose Quarter Improvement Oregon Department of Transportation (ODOT),	Natalie Warner Natalie.Warner@deainc.com	Oregon Department of Transportation I5 expansion project A&E Services and feasibility study	Worked with the A&E team, responsible for working on the largest infrastructure project in the history of ODOT, located in the heart of the historic Albina neighborhood, where past ODOT and government projects displaced Black families. Corinne was instrumental in providing technical and advisory services to ODOT on how to incorporate Diversity, Equity, and inclusion policies in its operations, including by working with the Community Oversight Advisory Committee (COAC) on determining how to maximize opportunities for contractors of color and women. For ODOT's I-5 Rose Quarter Improvement Project, we developed an innovative DBE and workforce development program. It has assisted with developing inclusive outreach strategies to seek community input, build trust in the project process, and establish accountability tools to meet community needs. She also participated in strategic communications, coalition-building, change management, and other equity services to ODOT. As well as evaluating the unhoused population to gain knowledge of their challenges and further to understand the potential impact of the I5 expansion project. As part of the study for the expansion, it was feasible to develop a solution to address the unhoused crisis that can lend to a short-term goal, which is a relocation plan during construction followed by a long-term goal for transitional housing.	4/2022	\$1.5 Billion	\$120,000
Demographic Analysis and Equity Framework Development. Washington County, Oregon	Amber Smith amber@espousalstrategies.com	Public engagement and information strategy services for Long Range Community Housing (HB 2001) and Transportation Planning Engagement projects in Washington County (County).	Assisted Espousal Strategies with developing the County's demographic analysis that informed the County's engagement plan as part of its Major Streets Transportation Improvement Program (MSTIP). This project was	4/2022	\$150,000	\$50,000

		A strategic approach must consider all of the impacts when developing and executing the tasks within the Project area. While considering all of the work occurring in the Project area, ensure messages are consistent and do not conflict, efficiently engage stakeholders and community members, cohesively manage information on all projects, and ensure outreach goals are achieved.	done by gathering and analyzing socioeconomic data, including data related to income, race, housing tenure, transit reliance, language spoken at home, and English proficiency, to assess barriers to engagement and inform County strategies. Based on lessons learned, we also provided community engagement recommendations as part of the equity framework to inform equitable engagement practices.			
GEAUXNOLA-Ride Sharing Program and Workforce Transportation Availability Study. New Orleans Regional Planning Commission	Maggie Woodruff mwoodruff@norpc.org	The Regional Planning Commission (RPC) increased its suite of travel demand management (TDM) techniques by adding a commuter assistance program, GreenRide Connect, a web-based rideshare matching service. The RPC launched the GreenRide Connect service to supplement the regional public transit system and develop an innovative strategy to reduce Single Occupancy Vehicle (SOV) trips and Vehicle Miles Traveled (VMT) to improve air quality and manage peak congestion. The initial startup period proved successful, with over 200 participants enrolled, demonstrating a regional need, value, and interest in continuing the service. The population in the greater New Orleans region has continued to grow, and several businesses have expanded operations by opening new plants in our target area, i.e., Jefferson, Orleans, St. Bernard, and St. Charles Parishes. With a limited ability to address supply issues, such as greatly expanding road capacity, the RPC must address the demand side of the equation to ensure that employees can reach their job sites while also maintaining – if not improving –	The Prime Consultant will evaluate the need for a ridesharing program, inform citizens and employers of the GreenRide website, and develop an innovative marketing and outreach strategy to expand the ridesharing program in the NORPC region. Identify and address challenges among commuters in the region. In 2011, NORPC increased its suite of travel demand management (TDM) techniques by adding a commuter assistance program, GreenRide Connect, a web-based rideshare matching service. The GreenRide Connect service was launched in an effort to supplement the regional public transit system and to develop an innovative strategy to reduce Single Occupancy Vehicle (SOV) trips and vehicle Miles Traveled (VMT) to improve air quality and manage peak congestion and connect the carless unemployed population to employment opportunities.	12/2018	\$40700	\$40700

		the region's air quality and overall level of service. This proposal will allow for the next development phase of the GreenRide Connect service to greatly expand the service to significantly increase the regional population engaged in carpooling and vanpooling programs. The study will emphasize community education and outreach to minority and low-income communities about the GreenRide service and establishing linkages to major regional job centers.				
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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
RTA Universal Accessibility Study, New Orleans, LA ; Regional Transit Authority	The Villavaso Group (TVG) served as a subconsultant to WSP on the RTA Universal Accessibility Study, leading survey development, data collection, and community engagement to inform the Accessibility Gap Analysis. TVG designed and administered accessible surveys, conducted on-site outreach and intercept surveys, and gathered community input to identify barriers and improve equitable transit access.	Sub-Consultant	45%	\$51,656.00	\$28,163.50
City of Portland Feasibility Study for the Interstate Firehouse Cultural Center. City Of Portland, Oregon		Subconsultant	25%	\$60,000	\$45,000

City of New Orleans Lincoln Beach Redevelopment Master Plan. City of New Orleans	TVG is currently serving as a sub-consultant to Sasaki on the Lincoln Beach Redevelopment Master Plan for the City of New Orleans.	Subconsultant	2%	\$5400	\$324,556
City of Portland, On-Call Civil Engineering And Landscape Architecture. City of Portland Parkes and Recreation.	TVG is currently serving as a sub-consultant to DEA Inc. On The City Of Portland Parks and Recreation Engineering and Landscape Architecture On-Call Services. TVG will be responsible for Public Engagement, forums, and surveys. Data Collection and analysis for the development of need assessments and technical reporting used for planning and designing.	Subconsultant	0%	\$0	\$750,000

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 the 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 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 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 the 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: 12/18/2025

Typed Name: Corinne Villavaso

Title: Principal

SBE AFFIDAVIT OF CERTIFICATION ELIGIBILITY

This form must be signed and notarized for each owner upon which economic disadvantage status is relied.

A MATERIAL OR FALSE STATEMENT OR OMISSION MADE IN CONNECTION WITH THIS APPLICATION IS SUFFICIENT CAUSE FOR DENIAL OF CERTIFICATION, REVOCATION OF A PRIOR APPROVAL, INITIATION OF SUSPENSION OR DEBARMENT PROCEEDINGS, AND MAY SUBJECT THE PERSON AND/OR ENTITY MAKING THE FALSE STATEMENT TO ANY AND ALL CIVIL AND CRIMINAL PENALTIES AVAILABLE PURSUANT TO THE APPLICABLE FEDERAL AND STATE LAW.

I (full name printed), swear or affirm under penalty of law that I am Corinne Villavaso, Owner (title) of applicant firm The Villavaso Group (firm name) and that I have read and understood all of the questions in this application and that all of the foregoing information and statements submitted in this application and its attachments and supporting documents are true and correct to the best of my knowledge, and that all responses to the questions are full and complete, omitting no material information. The responses include all material information necessary to fully and accurately identify and explain the operations, capabilities and pertinent history of the named firm as well as the ownership, control and affiliations thereof. I recognize that the information submitted in this application is for the purpose of inducing certification approval by a government agency. I understand that a government agency may, by means it deems appropriate, determine the accuracy and truth of the statements in the application, and I authorize such agency to contact any entity named in the application, and the named firm's bonding companies, banking institutions, credit agencies, contractors, clients, and other certifying agencies for the purpose of verifying the information supplied and determining the named firm's eligibility.

I agree to submit to government audit, examination and review of books, records, documents and files, in whatever form they exist, of the named firm and its affiliates, inspection of its place(s) of business and equipment, and to permit interviews of its principals, agents and employees. I understand that refusal to permit such inquiries shall be grounds for denial of certification.

I agree to provide written notice to the recipient agency of any material change in the information contained in the original application within 30 calendar days of such change (e.g., ownership, address, telephone number, etc.).

I acknowledge that any misrepresentations in this application or in records pertaining to a contract or subcontract will be grounds for terminating any contract which may be awarded; denial or revocation of certification; suspension and debarment; and for initiating action under federal and/or state law concerning false statement, fraud or other applicable offenses.

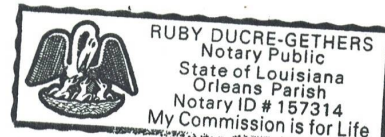
I certify that my personal net worth does not exceed \$2.047 million, and that my ability to compete in the free enterprise system has been impaired due to capital and credit opportunities as compared to others in the same or similar line of business who are not economically disadvantaged. I further certify that my firm meets the Small Business Administration (SBA) business size criteria and the overall gross receipts cap of 49 CFR Part 26.

I declare, under penalty of perjury, that the information provided in this application and supporting documents relating to my economic disadvantaged status and me is true and correct.

Signature [Signature] Date 21 NOV 25

Notary Public [Signature]

Commission Expires "FOR LIFE"



NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH OF Orleans

Corinne Villavaso, being first duly sworn, deposes and says that:

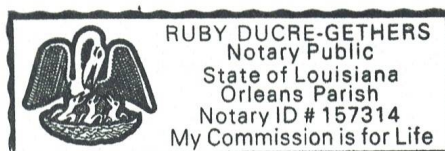
- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of The Villavaso Group, LLC, the Contractor that has submitted the attached bid;
- (2) Such Bid is genuine and is not a collusive or sham Bid.
- (3) The attached bid is not made in the interest of or on behalf of any undisclosed person, 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: Principal

Sworn to me and subscribed in my presence this 21st day of November, A.D.,

[Signature]
NOTARY PUBLIC



**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 Villavaso Group LLC

ADDRESS 7111 Lake Barrington Dr New Orleans, LA 70128

DATE 11/20/2025

Corinne Villaso

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Corinne Villavaso, Owner hereby certify on
(Name and Title of Offeror Official)
behalf of The Villavaso Group 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 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 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 21st day of November, 2025.

BY [Signature]

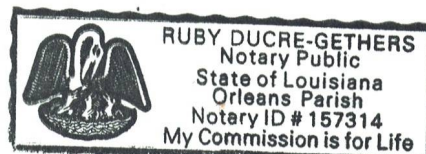
Witnesses: [Signature]
(Signature of Authorized Official)

Owner
(Title of Authorized Official)

Sworn to and subscribed before me on this 21st day of November, 2025.

Notary Public In and For Orleans Parish/County

State of Louisiana
Ruby Ducre-Gethers



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 Villavaso Group LLC

Firm Address PO Box 871343 New Orleans, LA 70187

Telephone Number 504-905-2892

Fax Number _____

E-Mail Address corinne@tvgplanning.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE DBE SLD BE

Age of the firm 14

Annual gross receipts of the firm \$140,000

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 925120 ; 541611 ; 561110

I certify to the best of my knowledge that the above information is true and correct:

Signature Corinne Villaso

Title Principal Planner

Date 11/20/2025

RTA Project No. RFQ 2025-040

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 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 CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

[illegible]

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: Kevin Pullis, Vice President	a. Name and title: William Bohner, Research Director
b. Position or assignment for this project: Task Lead, Market Research	b. Position or assignment for this project: Project Manager
c. Years of professional experience with this firm: 26 With other firms: 3	c. Years of professional experience with this firm: 9 With other firms: 0
d. Education: College or University/ Degree / Year / Specialization University of Buffalo/Bachelor of Arts/1998/Social Sciences Interdisciplinary – Community Mental Health Minor: English	d. Education: College or University/ Degree / Year / Specialization University of Pittsburgh/Bachelor of Science/2016/Double Major, Psychology and Sociology
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered N/A	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered N/A
f. Experience and qualifications relevant to this project: Part of the Project Management Team, Kevin is principally responsible for overseeing research related to transportation, specifically the design of projects. Kevin has an advanced understanding of market research for the transportation industry, using it to manage projects and guide team members. Kevin has extensive experience conducting custom research covering a wide variety of methods, including telephone surveys, web surveys, focus groups, one-on-one executive interviewing, intercept interviewing, interactive voice recording (IVR), and mail/self-administered surveys.	f. Experience and qualifications relevant to this project: Billy joined the WBA team in 2016 began working in his current capacity as Research Director in 2020. As Research Director, he is substantially involved in managing all phases of the research process from client communication and questionnaire development through preparation of study results and analysis. His chief responsibility is monitoring WBA's team of project managers and associates as well as the day-to-day progress of each project—during data collection, data processing, and analysis—ensuring the data are accurate and responding to the changing needs of each study. Billy is passionate about working closely with clients at all levels of the transportation industry to understand their learning objectives and develop custom research and sampling that delivers actionable insights. Billy has experience using various methodologies to conduct research for clients in public transportation, including both tablet-based and self-administered origin & destination surveys, on-board rider satisfaction studies, and ridership counts.

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
Origin-Destination Study, Petersburg, FL Pinellas Suncoast Transit Authority (PSTA)	Jacob Labutka, Planning Manager; 3201 Scherer Drive, St. Petersburg, FL 33716; 727.540.1977 or JLabutka@psta.net	In the spring of 2023, on behalf of the Pinellas Suncoast Transit Authority (PSTA), WBA conducted an origin and destination (O-D) survey on fixed-route local bus and trolley service, as part of a larger Community Bus Plan. WBA interviewers administered intercept surveys, conducted via tablet computers, asking riders questions specific to their current trip, as well as additional sociodemographic questions. In total, 6,432 surveys were completed during the fielding period of May 9th to June 25th. Of those, 5,948 records were verified as having valid beginning to end trip chains. The findings of the study allowed PSTA to better understand their customer base, trip demographics and characteristics, fare media usage, and the level of transit dependence and reliance among their ridership.	Public engagement surveying	March 7, 2023- November 7, 2023	\$308,552.02	\$308,552.02
Long Island Railroad East Side Access After Survey, New York, NY Metropolitan Transportation Authority	Julia Seltzer; Planning Director; 2 Broadway, Office C4.43, New York, NY 10004; 212-878-7016 or Julia.Seltzer@mtahcd.org	In January 2023, Grand Central Madison (GCM) was opened to the public as part of the much-anticipated Long Island Rail Road's East Side Access (ESA) project. This new service required a post-opening day ("After") study to identify travel pattern changes, ridership, and other impacts of LIRR's Grand Central Madison service. Travel information needs includes ridership patterns, origins and destinations, travel times, passenger counts, and socioeconomic data. The MTA and WBA already conduct a biannual customer satisfaction survey (Customers Count) and the Fall 2024 Customers Count Survey was utilized to serve as the After study. The survey was administered in two phases. Phase 1 consisted of emailed invitations sent to	Public engagement surveying	September 24, 2024 – October 24, 2025	\$345,235.88	\$345,235.88

		LIRR customers. A link in the survey invitation directed the customers to complete the MTA Fall Customers Count Survey, which included specific questions for the After study. Phase 2 consisted of a field effort to intercept LIRR customers and direct them to the online survey with a handout containing a link and QR code. Intercepted customers would complete the same survey as those coming from an emailed invitation. Customers had the opportunity to be entered into a drawing to win a \$100 gift card as an incentive for completing the survey.				
TARC 2025 Survey, Louisville, KY, Transit Authority of River City (TARC)	Aida Copic, Director of Planning; 1000 W. Broadway, Louisville, KY 40203; 502-213-3490 or acopic@ridetarc.com	In 2024, Transit Authority of River City (TARC) commissioned WBA to conduct a consumer satisfaction survey as part of a larger strategic plan. The survey consisted of two sections, an online and telephone survey of the general population and an onboard survey of TARC riders. The questionnaire was developed by both TARC staff and the research team. It contained 33 questions and took approximately ten minutes to complete. The questionnaire was available in both English and Spanish.	Public engagement surveying	January 17, 2024-June 30, 2024	\$122,013.99	\$122,013.99
Better Bus Network Redesign, Washington DC, Washington Metropolitan Area Transit Authority (WMATA)	Melissa Kim, Program Manager, Office of Planning; 300 7th Street SW, Washington, DC 20024; (202) 962-6062 or mkim@wmata.com	WBA was part of a large, multiskilled team contracted by the Washington Metropolitan Area Transit Authority (WMATA) to conduct a major redesign of the Metrobus system, dubbed the Better Bus Network Redesign (BBNR) https://www.wmata.com/initiatives/plans/Better-Bus/about-the-project.cfm. The goal of this effort was not simply to redesign the network, but to rethink the network and how it serves not only bus riders, but the entire region. WBA led the primary research portion of this effort. Research entailed many different efforts, including: • Quantitative surveys among riders and the general public; • Focus groups with high school students, a key constituency; • In-depth interviews testing various public outreach tools; and • Testing concepts for the renaming of bus routes.	Public engagement surveying	August 18, 2022-May 31, 2025	\$219,679.53	\$219,679.53

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
Baltimore County Eastern Access Survey; Baltimore, MD; Maryland Transit Administration	Public engagement and onboard surveys.	Subconsultant	22%	\$53,279.80	\$41,494.94
Customer Satisfaction Measurement; Washington, DC, Washington Metropolitan Area Transit Authority	Systemwide customer satisfaction survey.	Prime	86%	\$310,875.29	\$20,000
TDM Program Evaluation; Washington, DC; Metropolitan Washington Council of Governments	Conducting survey among the general public, current and lapsed users of TDM program.	Subconsultant	72%	\$254,481.09	\$70,461.84
Customers County Survey; New York, NY; Metropolitan Transportation Authority	Systemwide customer satisfaction survey.	Prime	97%	\$183,774.97	\$5,435.52
Suffolk Transit Development Plan; Suffolk, VA; Suffolk Transit	Public engagement surveys in support of TDP update.	Subconsultant	63%	\$9,391.69	\$3,455.37
Attitudes & Perceptions Survey; Lansing, MI; Michigan Department of Transportation	Statewide survey of residents to understand transportation needs.	Prime	2%	\$207,953.00	\$3,426.99
On-Board Origin to Destination and Demographic Survey; Yaphank NY; Suffolk County Transit	Systemwide O&D survey.	Prime	74%	\$195,948.77	\$50,916.57

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
Secaucus Local Origination Survey; Secaucus, NJ; NJ Transit	Origin & destination survey for users of Secaucus station.	Prime	71%	\$69,812.62	\$23,555.39
NTD Data Collection; Arlington, VA; Northern Virginia Transportation Commission	Data collection for NTD reporting.	Subcontractor	38%	\$275,348.00	\$171,459.19
Statewide Coordinated Public Transit Human Service and Intercity Bus Plan; Bismark, ND; North Dakota Department of Transportation	Statewide survey of residents' transportation needs.	Subcontractor	70%	\$88,201.00	\$26,830.78
County Master Plan; Montgomery County, MD; Maryland-National Capital Park and Planning Commission	Focus groups to support master plan development.	Subcontractor	0%	\$24,144.48	\$0.00
ART Satisfaction Survey; Arlington, VA; Arlington Transit	Systemwide customer satisfaction survey, focus groups, and citywide survey of residents.	Subcontractor	81%	\$245,535.12	\$44,864.94
Service Prioritization and Implementation Feasibility Study; Charlottesville, VA; Thomas Jefferson Planning District	Public engagement survey in support of TDP update.	Subcontractor	0%	\$21,876.00	\$0.00
OD Survey; Loudoun County, VA; Loudoun County Transit	Systemwide origin & destination Survey	Subcontractor	0%	\$65,520.05	\$0.00

17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

WBA Research utilizes a full range of quantitative and qualitative techniques. These include:

On-Site Intercept/Exit Interviews,
Online/Web Surveys,
Phone/Email Surveys,
Focus Groups, Mini-Groups, Triads and Dyads,
Online Qualitative Research,
In-depth Interviews/One-on-One Personal Interviews,
Mail Surveys (or Self-Administered Surveys),
Telephone Surveys,
Mystery Shopping, and
Combination or Multi-Modal Surveys.

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 ethical 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: Kevin Pullis
Typed Name: Kevin Pullis

Digitally signed by Kevin Pullis
DN: CN = Kevin Pullis email = kpullis@wbaresearch.com C = AD O = WBA
Research
Date: 2025.12.19 15:17:51 -05'00'

Date: December 19, 2025
Title: Vice President

NON-COLLUSION AFFIDAVIT

STATE OF Maryland

PARISH OF Prince George's County

Kevin Pullis, being first duly sworn, deposes and says that:

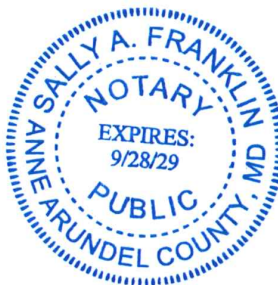
- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of WBA Research, the Contractor that has submitted the attached bid;
- (2) Such Bid is genuine and is not a collusive or sham Bid.
- (3) The attached bid is not made in the interest of or on behalf of any undisclosed person, partnership, 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: *K. Pullis*

Title: Vice President

Sworn to me and subscribed in my presence this 6 day of January 2026, A.D.,

Sally Franklin
NOTARY PUBLIC



**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 WBA Research

ADDRESS 4200 Parliament Pl., Suite 200; Lanham, MD 20706

DATE December 18, 2025

Kevin Pullis, Vice President 

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Kevin Pullis, Vice President hereby certify on
(Name and Title of Offeror Official)

behalf of WBA Research 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 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 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.

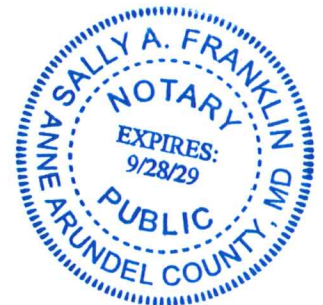
Executed this 6 day January, 2026.

BY K. Pullis

Witnesses: S. P. [Signature]
(Signature of Authorized Official)

President/CEO, WBA Research

(Title of Authorized Official)



Sworn to and subscribed before me on this 6 day of January, 2026.

Notary Public In and For Anne Arundel County Parish/County

State of Maryland

Sally Franklin

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 Widener-Burrows & Associates, Inc. (dba WBA Research)

Firm Address 4200 Parliament Pl., Suite 200; Lanham, MD 20706

Telephone Number 410-721-0500

Fax Number _____

E-Mail Address KPullis@WBAresearch.com

Firm's status as Disadvantaged Business Enterprise
(DBE) or Non- DBE DBE

Age of the firm 38 years

Annual gross receipts of the firm \$4.2 million

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541019, 541613

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Kevin Pullis, Vice President

Date December 18, 2025

RTA Project No. RFQ 2025-040

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 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 CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 	1. Project name, project number and date of submittal: On-Call Planning & Scheduling Services RFQ #2025-040	2. Official name of firm, indicate if prime or subconsultant: Widener-Burrows & Associates, Inc. (dba WBA Research) Subconsultant	3. Address of office to perform work: 4200 Parliament Place Suite 200 Lanham, MD 20706																																																																																
4. Name of parent company, if any: N/A	5. Location of headquarters (city): Lanham, MD	6. Name, title, and telephone number of principal contact: Kevin Pullis, Vice President 410-721-0500	7. Name, title, and telephone number of project manager: Kevin Pullis, Vice President 410-721-0500																																																																																
8. Specify Type of Business Entity: ☒ Corporation ☐ Proprietorship ☐ Partnership ☐ Limited Liability Corporation (LLC) ☐ Other _____	9. Indicate Special Status: ☐ Small business ☐ Minority-owned business ☐ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☐ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? ☐ Yes ☒ No If so, has the JV worked together before? ☐ Yes ☐ No Indicate the legal name of the JV:																																																																																
12. List full-time personnel by primary function. Count each only once. <table border="1"> <thead> <tr> <th>#</th> <th>Function (e.g. civil engineer)</th> <th>_____</th> <th>_____</th> <th>_____</th> <th>_____</th> <th>_____</th> <th>_____</th> </tr> </thead> <tbody> <tr> <td>8</td> <td>Officials/Administrative</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>12</td> <td>Professionals</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>1</td> <td>Office/Clerical</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>129</td> <td>Service Workers</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td colspan="6"></td> <td>150</td> <td>Total Personnel Domiciled in LA</td> </tr> <tr> <td colspan="6"></td> <td></td> <td>Total Personnel</td> </tr> </tbody> </table>				#	Function (e.g. civil engineer)	_____	_____	_____	_____	_____	_____	8	Officials/Administrative	_____	_____	_____	_____	_____	_____	12	Professionals	_____	_____	_____	_____	_____	_____	1	Office/Clerical	_____	_____	_____	_____	_____	_____	129	Service Workers	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____							150	Total Personnel Domiciled in LA								Total Personnel
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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: Toby Fauver, FAICP, Senior Planner	a. Name and title: LaVerne Collins Senior Planner
b. Position or assignment for this project: Senior Planner	b. Position or assignment for this project: Senior Planner
c. Years of professional experience with this firm: 6 With other firms: 25	c. Years of professional experience with this firm: 6 With other firms: 40+
d. Education: College or University/ Degree / Year / Specialization Kansas State University/Masters of Regional and Community Planning/ 1995/GIS Shippensburg University/Bachelors Geoenvironmental/1992/Biology	d. Education: College or University/ Degree / Year / Specialization Pennsylvania State University/BA/ 1971
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered National/ FACIP/013832/1997	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered N/A
f. Experience and qualifications relevant to this project: Mr. Fauver has over 25 years of professional experience in executive leadership, planning, policy, legislative efforts and stakeholder involvement/communications. He was most recently the Deputy Secretary for Multimodal Transportation and the Pennsylvania Department of Transportation, a position he held since the position was created in 2013. Mr. Fauver has worked with many transit agencies to develop both operating and capital plans as well as financial projections of both cost and revenues. Mr. Fauver was responsible for developing and implementing the 5 year operating and capital balanced budget projection template and requirement for transit agencies in Pennsylvania	f. Experience and qualifications relevant to this project: Ms. Collins has over 40 years of professional experience in public administration—program design and development; legislative analysis and implementation; regulation development, defense, and implementation; public transportation planning; public transportation management and operational analysis; identification, selection, and implementation of technological tools for administrative and operational improvement; and organizational design, management, and analysis for continuous improvement. She retired as Director, Bureau of Public Transportation, Pennsylvania Department of Transportation in 2015 after eight years in that position. Ms. Collins has worked on transit plans and budget for all of the transit agencies in Pennsylvania including projections and analysis. Ms. Collins developed the PA transit Audit guide and manual and has worked with PennDOT to update their transit financial guidance.

15. List work by firm and the firm's personnel 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
Erie Transit Development Plan	Jeremy Peterson 814 452 2801 x119	This plan included development of a socio-demographic analysis, transit service analysis, stakeholders meetings, public survey and public involvement as well as a future service scenarios and recommendations. The plan included the development of an operating and capital financial projection for each service scenario that was analyzed. The plan is being produced in a hardcopy format as well as in ARCGIS Storymap format for ease of public use.	Responsible for project management, demographic and service plan analysis, financial projections and public involvement	Spring 2026	3 0	165
BCTA Transit Service Planning and Microtransit Analysis	Mary Jo Morandini 724 728 4255	Rockland Planning as a subconsultant to Whitehouse Group assisted with the development of a service analysis and plan to implement microtransit service as a pilot at BCTA. This plan included development of a socio-demographic analysis, transit service analysis, service financial projections, stakeholders surveys and service analysis and recommendations.	Financial projections and cost estimating	Feb 2024	5 0	15
Transit and Rail Facility Cost Estimating Database	John Levitsky 7172148785	Rockland Planning managed, coordinated and performed the work for this project as a subconsultant to KCI. Rockland Planning, Inc (RPI) assisted PennDOT's BPT to develop and maintain a cost estimating database for transit and rail facility projects to assist in accurately estimating cost of future transit projects. RPI collected the cost information by phase for completed projects including change orders, and we broke the costs down by project phase. RPI created a database to track those costs and developed reports for PennDOT to use to evaluate future project estimates.	Responsible for development of the database and cost estimating method development	Oct 2020	4 0	40

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
Erie Transit Development Plan Erie, PA Erie Transit Authority	Responsible for project management, demographic and service plan analysis, financial projections and public involvement	Subconsultant on an open ended contract, managing the work order	40	3 0	200
Oakland TMA Area Transportation Plan PennDOT	Responsible for project management, demographic and service plan analysis, financial projections and public involvement	Subconsultant on an open ended contract, managing the work order	10	1 6	150

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 ethical 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: _____

Typed Name: _____

Date: _____

Title: _____

CQ – 2012 Page 6

NON-COLLUSION AFFIDAVIT

STATE OF Pennsylvania

PARISH OF Harrisburg

Toby Fauver, being first duly sworn, deposes and says that:

- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Rock and Planning, 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: Vice President

Sworn to me and subscribed in my presence this 7th day of January, A.D. 2026

Kari L Dillman
NOTARY PUBLIC

Commonwealth of Pennsylvania – Notary Seal
KARI L DILLMAN, NOTARY PUBLIC
CUMBERLAND COUNTY
MY COMMISSION EXPIRES APRIL 5, 2029
COMMISSION NUMBER 1309937

**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 Rockland Planning Inc

ADDRESS 6754 Jonestown Road, Harrisburg, PA 17112

DATE 12-19-2025



Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Toby L Fauver vice President hereby certify on
(Name and Title of Offeror Official)

behalf of Rockland Planning Inc 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.
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Executed this 7th day of January, 2026.

BY [Signature]
Witnesses: Kari L Dillman
(Signature of Authorized Official)

Commonwealth of Pennsylvania – Notary Seal
KARI L DILLMAN, NOTARY PUBLIC
CUMBERLAND COUNTY
MY COMMISSION EXPIRES APRIL 5, 2029
COMMISSION NUMBER 1309937

Notary Public
(Title of Authorized Official)

Sworn to and subscribed before me on this 7th day of January, 2026

Notary Public In and For Cumberland Parish/County

State of Pennsylvania

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 Rockland Planning, Inc
Firm Address 6754 Jonestown Rd Harrisburg PA 17112
Telephone Number 717 5149415

Fax Number N/A

E-Mail Address tfauver@Rockland Planning.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE DBE

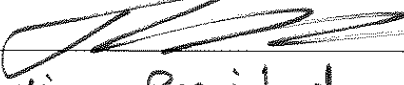
Age of the firm 7 years

Annual gross receipts of the firm \$ 468,760

Prime or Sub-Contractor Sub - Contractor

NAICS code (s) 541611

I certify to the best of my knowledge that the above information is true and correct:

Signature 

Title Vice President

Date 12/19/2025

RTA Project No. _____

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.