2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority

## Board of Commissioners

## Meeting Agenda - Final

**Tuesday, August 25, 2026** **10:00 AM** **RTA Board Room**

The New Orleans Regional Transit Authority (RTA) Board of Commissioners will hold an in-person public meeting on Tuesday, August 25, 2026 at 10:00 am. The meeting will begin at the scheduled time but may be delayed until a quorum is present and will be live streamed on the RTA website; masks are optional. Written public comments on agenda items may be submitted by 1) completing a speaker card on the day of the meeting; 2) email to rtaboard@rtaforward.org prior to the meeting; 3) U.S. mail to RTA, Office of Board Affairs, 2817 Canal Street, New Orleans, LA 70119. This meeting is accessible to persons with disabilities, and accommodation requests must be made at least 72 hours in advance by contacting the Office of Board Affairs at 504-827-8341 or rtaboard@rtaforward.org.

**1. Call to Order**

**2. Roll Call**

**3. Consideration of Meeting Minutes (Public Comment will be taken prior to Board vote in accordance with La. R.S. 42:14 (D)**

[Board of Commissioners Meeting - June 23, 2026 **26-141**

**4. Administration of the Oath of Office to Commissioner Alison Denmark Bordelon**

**5. Announcement of Committee Assignments**

**6. Informational Reports**

A. Board Chair Report

B. Operations & Administration Committee Report

C. Finance Committee Report

D. Executive Committee Report

E. RTA General Counsel's Report

F. RTA Chief Executive Officer's Report

G. Chief Transit Officer's Report

H. RTA Chief Financial Officer's Report

[June 2026 Financials ] 26-142

**7. Consent Agenda (Public Comment will be taken prior to Board vote on each item in accordance with La. R.S. 42:14 (D)**

**8. Items Requiring Board Action (Public Comment will be taken prior to Board vote on each item in accordance with La. R.S. 42:14 (D)**

Adoption of the Customer Code of Conduct and Enforcement Policy (SEC 2) 26-043

Award for On-Call Planning & Scheduling Services 26-076

Authorization to Purchase Equipment (Backhoe) 26-108

Contract Award for On-Call Technical Safety Support Services 26-110

Amendment #2 to the CEA with the City of New Orleans to provide the Opportunity Pass Program 26-113

Contract Award for State Legislative Services 26-117

Replacement Cabling Installation for Clever Devices System on Streetcars 26-111

**9. New Business (UNANIMOUS VOTE REQUIRED TO CONSIDER)**

**10. General Public Comments (Informational Items)**

**11. Executive Session (Motion and 2/3 vote required; limited to matters permitted under La. R.S. 42:17)**

**12. Adjournment**

2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority

## Board Report and Staff Summary

**File #:** 26-141 **Board of Commissioners**

[Board of Commissioners Meeting - June 23, 2026

2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority
## Board of Commissioners

## Meeting Minutes

| Tuesday, June 23, 2026 | 10:00 AM | RTA Board Room |
|---|---|---|

The New Orleans Regional Transit Authority (RTA) Board of Commissioners will hold an in-person public meeting on Tuesday, June 23, 2026, at 10:00 am. The meeting will begin at the scheduled time but may be delayed until a quorum is present and will be live streamed on the RTA website; masks are optional. Written public comments on agenda items may be submitted by 1) completing a speaker card on the day of the meeting; 2) email to rtaboard@rtaforward.org prior to the meeting; 3) U.S. mail to RTA, Office of Board Affairs, 2817 Canal Street, New Orleans, LA 70119. This meeting is accessible to persons with disabilities, and accommodation requests must be made at least 72 hours in advance by contacting the Office of Board Affairs at 504-827-8341 or rtaboard@rtaforward.org.

**1. Call to Order**

**2. Roll Call**

Commissioners Present: Commissioner Casby, Commissioner Duplessis, Commissioners Guidry, Commissioner Major, Commissioner Mann and Commissioner Ramey

| | |
|---|---|
| **Present:** | Commissioner Mitchell Guidry, Commissioner Ann Duplessis, Commissioner Nelita Ramey, Commissioner Tyrone Casby, and Commissioner Barbara Major |
| **Absent:** | |
| **Late Arrival:** | Commissioner Erika Mann |

**3. Consideration of Meeting Minutes (Public Comment will be taken prior to Board vote in accordance with La. R.S. 42:14 (D)**

[Board of Commissioners Meeting - May 26, 2026] **26-094**

Commissioner Major moved and Commissioner Guidry seconded to approve the Board Meeting from May 26, 2026. The motion was approved unanimously.

**4. Informational Reports**

A. Board Chair Report

There will be no meetings during the month of July. The next Committee Meeting is scheduled for August 13, 2026, and the Board Meeting is scheduled for August 25, 2026.

B. Operations & Administration Committee Report

Commissioner Guidry stated that the Operations Administration Committee address issues to improve Paratransit Service, the reliability of fixed route and Hurricane Preparedness was discussed at the July RAC Meeting.

C. Finance Committee Report

The Finance Committee reviewed the Change Order for the Immediately Repair for the Willow Street Substation and on today's Agenda the Annual Renewal of Excess Liability, Automobile Physical Damage and Cyber Insurance (26-27).

D. Executive Committee Report

No Report.

E. RTA General Counsel’s Report

No Report.

F. RTA Chief Executive Officer's Report

The monthly Chief Executive Officer's Report was given and can be found in the PowerPoint Presentation for the Board Meeting.

**Report Highlights - CEO:**
The Employees of the month were presented to the Board.

G. Chief Transit Officer's Report

The monthly Chief Transit Officer's Report was given and can be found in the PowerPoint Presentation for the Board Meeting.

Staff reported that agency communications with the riding public are improving through social media service alerts, additional signage, better methods for securing signage, and the use of supervisors to notify riders of route changes. Passengers may also opt in to receive service alerts by text message and email. The Board recommended that staff explore digital signage at bus shelters and stops and research new transit technologies to improve rider communications.

Commissioner Casby requested that a bus stop sign be installed at General DeGaulle Drive and Wall Boulevard.

Commissioner Guidry expressed concern that there are insufficient street supervisors to cover the entire system, particularly New Orleans East. The Board requested that staff present a strategy for improving low-performing routes and increasing on-time performance.

Commissioner Major requested that staff review the lowest-performing routes and implement necessary changes to improve on-time performance. She also requested an analysis comparing routes operated by operators with the highest on-time performance to those operated by operators with the lowest on-time performance.

Commissioner Major requested that RTA validate the accuracy of “no-show” reports submitted by Paratransit operators. Staff explained that the Paratransit charts reflect negotiated pickup times established with customers to improve on-time performance.

Commissioner Mann commended the operators serving the Dryades YMCA for providing timely service.

Commissioner Casby asked whether staff were tracking all Commissioner requests and recommendations related to the presentation, particularly those concerning staff’s data-collection methods.

Commissioner Mann stated that staff should analyze the data to determine outcomes and use the findings to guide improvements.

H. RTA Chief Financial Officer's Report

The monthly Chief Financial Officer's Report was given and can be found in the PowerPoint Presentation for the Board Meeting.

The potential farebox recovery goal was 30%, representing the percentage of operating expenses covered by fare revenue. The Chief Financial Officer noted that fareboxes require ongoing repairs. Commissioner Guidry asked whether staff were monitoring farebox alerts and raised concerns that only one of the two fareboxes on streetcars was being probed. Staff reported that three employees currently work with the fareboxes and are reviewing probing summary reports but could not confirm whether farebox audits were still being conducted. Depending on the issue, a defective farebox or the vehicle itself may be replaced while in service.

Fringe benefit costs increased by 20% over the prior year. Commissioner Mann stated that she was still awaiting the information she requested regarding the TMSEL Pension Plan. Staff explained that the pension line item is not currently being funded because the plan is overfunded and its status fluctuates with market valuations.

The Board requested a financial briefing to better understand the reports being presented. Commissioners discussed holding a Special Finance Committee meeting, which any Board member may attend. Staff also noted that RTA is losing approximately $5.4 million annually from maritime operations, requiring Board attention.

The annual audit will not be completed by June 30, 2026, but is expected in July. The Board will receive a draft before submission to the State, and no extension had been requested. The NTD report was submitted on time, with two outstanding issues requiring resolution.

[April 2026 Financial Statements] **26-092**

**5. Consent Agenda (Public Comment will be taken prior to Board vote on each item in accordance with La. R.S. 42:14 (D)**

Commissioner Ramey moved and Commissioner Major seconded to adopt the Consent Agenda. Resolution No. 26-048 was adopted unanimously.

A motion was made by and approved the Consent Agenda. The motion carried by the following vote:

**Aye:** Commissioner Guidry, Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, Commissioner Casby, and Commissioner Major

**Absent:**

Algiers Barge Replacement-Contract Award (IFB 2026-007) **26-051**

Resolution No. 26-046 was adopted unanimously.
Enactment No: 26-046

Board and Conference Room Technology Upgrades **26-059**

Resolution No. 26-047 was adopted unanimously.
Enactment No: 26-047

Replacement of Handheld Radios **26-074**

Resolution No. 26-038 was adopted unanimously.
Enactment No: 26-038

Change Order for Transit Security Services - SEAL **26-075**

There was one public speaker on this item. Ms. Jasmine stated that she has had bad experiences with SEAL when riding the transit system. She feels the officers need additional training.

Resolution No. 26-039 was adopted unanimously.
Enactment No: 26-039

**6. Items Requiring Board Action (Public Comment will be taken prior to Board vote on each item in accordance with La. R.S. 42:14 (D)**

This was adopted.

Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance [2026-2027] **26-082**

Commissioner Major moved and Commissioner Mann seconded to adopt the Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance (2026-2027). Resolution No. 26-040 was adopted unanimously.

**Aye:** Commissioner Guidry, Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, Commissioner Casby, and Commissioner Major

**Absent:**

Enactment No: 26-040

Emergency Change Order for Streetcar Substation Repairs **26-085**

Commissioner Mann moved and Commissioner Major seconded to adopt the Emergency Change Order for Streetcar Substation Repairs. Resolution No. 26-041 was adopted unanimously.

**Aye:** Commissioner Guidry, Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, Commissioner Casby, and Commissioner Major

**Absent:**

Enactment No: 26-041

[Resolution Regarding Contract Extension for Legal Services and Reporting] **26-095**

Commissioner Mann moved and Commissioner Ramey seconded to adopt the Quarterly Reporting Process to the Board. Resolution No. 26-042 was adopted.

**Aye:** Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, and Commissioner Casby

**Nay:** Commissioner Major

**Absent:**

**Abstain:** Commissioner Guidry

Enactment No: 26-042 refers to legal quarterly reporting. 26-043 refers to the contract extension.

RESOLUTION 26-043: Commissioner Major stated that she would like to see the RTA's Audit before she extends this contract for 2 years.

A motion was made by Commissioner Major and seconded by Commissioner Guidry to DEFER the resolution to the August Board Meeting. A roll call vote was taken that resulted in the following:

Yeas: Major and Guidry
Nays: Ramey, Casby, Mann and Duplessis

The motion FAILED by 2 Yeas and 4 Nays.

Commissioner Ramey moved and Commissioner Mann seconded to Extend the Contract with Wright Harris for 2 years. A roll call vote was taken that resulted in the following:

Yeas: Casby, Ramey, Mann and Duplessis
Nays: Major and Guidry

Resolution No. 26-042 was adopted with 4 Yeas and 2 Nays.

**Aye:** Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, and Commissioner Casby

**Nay:** Commissioner Guidry, and Commissioner Major

**Absent:**

Enactment No: 26-042 refers to legal quarterly reporting. 26-043 refers to the contract extension.

[Ratification of May 9, 2026, Resolution on Retention of a National Recruitment Firm for CEO Recruitment and Retention of KL2 Connects LLC] **26-096**

The firm has finalized the Job Description and will be advertised Nationally. The job description is based on National CEO Search and the firm met with the major RTA stakeholders. The Board will receive a copy of the Job Description before it is made available to the public.

Commissioner Ramey moved and Commissioner Casby seconded to adopt the Ratification of May 9, 2026, Resolution on Retention of a National Recruitment Firm for CEO Recruitment and Retention of KL2 Connects LLC. Resolution No. 26-044 was adopted unanimously.

**Aye:** Commissioner Guidry, Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, Commissioner Casby, and Commissioner Major

**Absent:**

Enactment No: 26-044

Authorization Resolution to File Applications with the Federal Transit Administration **26-097**

Commissioner Major moved and Commissioner Mann seconded to adopt the Authorization to File Applications with the Federal Transit Administration. Resolution No. 26-045 was adopted unanimously.

Enactment No: 26-045

## 7. New Business (Unanimous Vote Required To Consider)

None

[06.23.26 Board PowerPoint] **26-098**

## 8. General Public Comments (Informational Items)

Alan Drake - He suggested that the Board of Commissioner give the CEO more authority in an emergency such as a Hurricanes.

Garrett Rose - The bus signs should be installed in a place where people can't tear them down and he stated that the RTA does not need a Chief Transit Officer.

Jazmin stated that the CEO should be an African American since the City of New Orleans is majority African American. The operators should be recognized when they go beyond the call of duty. One of the streetcar operators picked up the debris for the bus coming behind her.

Ronald Horn - ATU President stated that the RTA does not have a something in place when a storm is headed toward the City of New Orleans. The New Orleans Area has a lot of street flooding.

Commissioner Duplessis stated that staff need to meet and come up with a plan for these storms that may affect the bus service and passengers.

## 9. Executive Session (2/3rds Vote Required To Consider)

None

## 10. Adjournment

Commissioner Ramey moved and Commissioner Mann seconded to adjourn the Board Meeting of June 23, 2026. The motion was adopted unanimously.

**Aye:** Commissioner Guidry, Commissioner Duplessis, Commissioner Mann, Commissioner Ramey, Commissioner Casby, and Commissioner Major

**Absent:**

**File #:** 26-142 **Board of Commissioners**

[June 2026 Financials ]

**June 2026**
**Analysis of Financials**

| Budget | Actuals | Variances Amount | Variances %age | Explanation of Variance |
|---|---|---|---|---|
| **Passenger Revenue** | | | | |
| 6,012,750 | 5,765,271 | (247,479) | (4.1%) | Passenger Fares were 4.1% (247K) under projections through June, while ridership was 1.6% (127K) under budget. |
| **Sales Tax** | | | | |
| 47,496,066 | 54,907,507 | 7,411,441 | 15.6% | Sales tax collections were 15.6% over projections through June. |
| **Labor** | | | | |
| 33,649,128 | 33,541,223 | 107,905 | 0.3% | Labor was $108K (0.3%) under budget through June. |
| **Fringe Benefits** | | | | |
| 12,315,858 | 12,201,548 | 114,310 | 0.9% | Fringe Benefits were 0.9% ($114K) under projections through June. |
| **Services** | | | | |
| 9,608,652 | 7,468,163 | 2,140,489 | 22.3% | Most Service line items were well under budget through June. Professional/Technical Services (legal fees, consultants, other outside services, etc.), Contract Maintenance Services and Private Security are the main contributors to these shortfalls. |
| **Materials and Supplies** | | | | |
| 6,535,344 | 5,435,481 | 1,099,863 | 16.8% | Diesel fuel prices for the month of June were budgeted at $3.59/gal. (excl. $0.21/gal. tax). Actual diesel fuel prices for June averaged $3.47/gal. (before taxes), which was $0.12/gal. under budget and $0.61 below the average price for May. Diesel fuel consumption for June was 12,134 gallons over the monthly budget. |
| **Taxes** | | | | |
| 183,768 | 98,350 | 85,418 | 46.5% | All taxes were under budget through June. |
| **Miscellaneous Expenses** | | | | |
| 429,048 | 304,555 | 124,493 | 29.0% | Miscellaneous expenses, including travel and other miscellaneous, were 29% under budget through June. |

CONSOLIDATED INCOME STATEMENT
BUDGET TO ACTUAL COMPARISON
June 30, 2026
Unaudited

| | Current Month Budget | Actual | $ Var. | %Var. | Year to Date Budget | Actual | $ Var. | %Var. | CY2026 Budget |
|---|---|---|---|---|---|---|---|---|---|
| **Operating Revenues** | | | | | | | | | |
| Passenger Fares | 1,002,125 | 892,076 | (110,049) | (10.98%) | 6,012,750 | 5,765,271 | (247,479) | (4.12%) | 12,025,496 |
| General Use Sales Tax | 6,558,043 | 7,532,656 | 974,613 | 14.86% | 39,348,258 | 46,879,885 | 7,531,627 | 19.14% | 78,696,516 |
| State Motor Vehicle Sales Tax | 800,000 | 504,337 | (295,663) | (36.96%) | 4,800,000 | 3,190,967 | (1,609,033) | (33.52%) | 9,600,000 |
| Hotel/Motel Sales Tax | 557,968 | 161,522 | (396,446) | (71.05%) | 3,347,808 | 4,836,655 | 1,488,847 | 44.47% | 6,695,613 |
| Other Revenue | 394,037 | 1,193,451 | 799,414 | 202.88% | 2,364,222 | 6,868,757 | 4,504,535 | 190.53% | 4,728,441 |
| **Total Operating Revenues** | **9,312,173** | **10,284,042** | **971,869** | **10.44%** | **55,873,038** | **67,541,535** | **11,668,497** | **20.88%** | **111,746,066** |
| **Operating Expenses** | | | | | | | | | |
| Labor | 5,608,188 | 5,091,152 | 517,036 | 9.22% | 33,649,128 | 33,541,223 | 107,905 | 0.32% | 67,298,251 |
| Fringe Benefits | 2,052,643 | 1,972,184 | 80,459 | 3.92% | 12,315,858 | 12,201,548 | 114,310 | 0.93% | 24,631,714 |
| Services | 1,601,442 | 1,547,822 | 53,620 | 3.35% | 9,608,652 | 7,468,163 | 2,140,489 | 22.28% | 19,217,309 |
| Materials and Supplies | 1,089,224 | 1,286,322 | (197,098) | (18.10%) | 6,535,344 | 5,435,481 | 1,099,863 | 16.83% | 13,070,685 |
| Utilities | 168,005 | 126,403 | 41,602 | 24.76% | 1,008,030 | 970,792 | 37,238 | 3.69% | 2,016,065 |
| Casualty & Liability | 1,216,375 | 1,144,179 | 72,196 | 5.94% | 7,298,250 | 6,791,006 | 507,244 | 6.95% | 14,596,500 |
| Taxes | 30,628 | 38,514 | (7,886) | (25.75%) | 183,768 | 98,350 | 85,418 | 46.48% | 367,541 |
| Miscellaneous | 71,508 | 42,077 | 29,431 | 41.16% | 429,048 | 304,555 | 124,493 | 29.02% | 858,100 |
| Leases and Rentals | 20,076 | (660) | 20,736 | 103.29% | 120,456 | 69,991 | 50,465 | 41.89% | 240,916 |
| **Total Oper. Exp. (excl. Depr.)** | **11,858,089** | **11,247,993** | **610,096** | **5.14%** | **71,148,534** | **66,881,109** | **4,267,425** | **6.00%** | **142,297,081** |
| **Net Operating Revenue** | **(2,545,916)** | **(963,951)** | **1,581,965** | **(62.14%)** | **(15,275,496)** | **660,426** | **15,935,922** | **(104.32%)** | **(30,551,015)** |
| **TMSEL Legacy Costs** | | | | | | | | | |
| TMSEL Health Benefit Costs | 71,749 | 27,901 | 43,848 | 61.11% | 430,494 | 175,269 | 255,225 | 59.29% | 860,983 |
| TMSEL Obligations | 6,250 | 0 | 6,250 | 100.00% | 37,500 | 27,896 | 9,604 | 25.61% | 75,000 |
| TMSEL All Other Costs | 34,256 | 46,240 | (11,984) | (34.98%) | 205,536 | 287,164 | (287,164) | (139.71%) | 411,075 |
| **Total TMSEL Legacy Costs** | **112,255** | **74,141** | **38,114** | **33.95%** | **673,530** | **490,329** | **183,201** | **27.20%** | **1,347,058** |
| **Net Rev. (Before Gov't. Asst.)** | **(2,658,171)** | **(1,038,092)** | **1,620,079** | **(60.95%)** | **(15,949,026)** | **170,097** | **16,119,123** | **(101.07%)** | **(31,898,073)** |
| **Maritime Operations** | | | | | | | | | |
| Passenger Fares | 100,000 | 76,949 | (23,051) | (23.05%) | 600,000 | 390,010 | (209,990) | (35.00%) | 1,200,000 |
| Labor and Fringe Benefits | (13,830) | (13,942) | 112 | (0.81%) | (82,980) | (91,153) | 8,173 | (9.85%) | (165,956) |
| Services | (100,000) | 0 | (100,000) | 100.00% | (600,000) | 0 | (600,000) | 100.00% | (1,200,000) |
| Materials and Supplies | (47,632) | (43,065) | (4,567) | 9.59% | (285,792) | (166,881) | (118,911) | 41.61% | (571,580) |
| Taxes | (661) | (873) | 212 | (32.07%) | (3,966) | (4,014) | 48 | (1.21%) | (7,933) |
| Purchased Transportation | (877,148) | (900,237) | 23,089 | (2.63%) | (5,262,888) | (5,741,766) | 478,878 | (9.10%) | (10,525,778) |
| Other Operating Expenses | (500) | 0 | (500) | 100.00% | (3,000) | (2,276) | (724) | 24.13% | (6,000) |
| Preventive Maintenance | 57,083 | 57,083 | 0 | 0.00% | 342,498 | 342,498 | 0 | 0.00% | 685,000 |
| LA State Appropriations | 0 | 0 | 0 | #DIV/0! | 0 | 0 | 0 | #DIV/0! | 0 |
| State Subsidy | 428,333 | 428,333 | 0 | 0.00% | 2,569,998 | 2,569,998 | 0 | 0.00% | 5,140,000 |
| **Total Maritime Operations** | **(454,355)** | **(395,752)** | **(58,603)** | **12.90%** | **(2,726,130)** | **(2,703,584)** | **(22,546)** | **0.83%** | **(5,452,247)** |
| **Government Operating Assistance** | | | | | | | | | |
| Preventive Maintenance | 1,905,373 | 1,905,373 | 0 | 0.00% | 11,432,238 | 11,435,238 | 3,000 | 0.03% | 22,864,475 |
| State Parish Transportation | 150,000 | 106,891 | (43,109) | (28.74%) | 900,000 | 888,216 | (11,784) | (1.31%) | 1,800,000 |
| ARPA Funding and Other Operating Grants | 41,667 | 0 | (41,667) | (100.00%) | 250,002 | 476,240 | 226,238 | 90.49% | 500,000 |
| FEMA Reimbursements | 0 | 0 | 0 | #DIV/0! | 0 | 0 | 0 | #DIV/0! | 0 |
| **Total Government Oper. Asst.** | **2,097,040** | **2,012,264** | **(84,776)** | **(4.04%)** | **12,582,240** | **12,799,694** | **217,454** | **1.73%** | **25,164,475** |
| **Net Revenue (After Gov't. Asst.)** | **(1,015,486)** | **578,420** | **1,476,700** | **(145.42%)** | **(6,092,916)** | **10,266,207** | **16,314,031** | **(267.75%)** | **(12,185,845)** |

CONSOLIDATED INCOME STATEMENT
BUDGET TO ACTUAL COMPARISON
June 30, 2026
Unaudited

| | Current Month | | | | Year to Date | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | $ Var. | %Var. | Budget | Actual | $ Var. | %Var. | |
| **Net Revenue (After Gov't. Asst.)** | **(1,015,486)** | **578,420** | **1,476,700** | **-145.42%** | **(6,092,916)** | **10,266,207** | **16,314,031** | **(267.75%)** | **(12,185,845)** |
| **Government Non-Operating Rev. (Exp.)** | | | | | | | | | |
| Federal - Capital (RTA) | 3,164,622 | 1,382,539 | (1,782,083) | (56.31%) | 18,987,732 | 9,471,785 | (9,515,947) | (50.12%) | 37,975,469 |
| Local - Capital (RTA) | 712,366 | 345,635 | (366,731) | (51.48%) | 4,274,196 | 2,367,948 | (1,906,248) | (44.60%) | 8,548,389 |
| Capital Expenditures (RTA) | (3,876,988) | (1,728,174) | 2,148,814 | (55.42%) | (23,261,928) | (11,839,733) | 11,422,195 | (49.10%) | (46,523,857) |
| Total Federal and State Sources (Ferry) | 1,189,723 | 44,666 | (1,145,057) | (96.25%) | 7,138,338 | 566,616 | (6,571,722) | (92.06%) | 14,276,671 |
| Other Local Sources/Restricted Capital Res. (Ferry) | 451,459 | 11,166 | (440,293) | (97.53%) | 2,708,754 | 951,704 | (1,757,050) | (64.87%) | 5,417,509 |
| Capital Expenses (Ferry) | (1,641,182) | (55,832) | (1,585,350) | 96.60% | (9,847,092) | (1,518,320) | 8,328,772 | (84.58%) | (19,694,180) |
| Loss on Valuation of Assets | 0 | 0 | 0 | #DIV/0! | 0 | 0 | 0 | #DIV/0! | 0 |
| **Total Gov't. Non-Operating Rev. (Exp.)** | **0** | **0** | **0** | **#DIV/0!** | **0** | **0** | **0** | **#DIV/0!** | **0** |
| **Total Revenues (Expenses) Before Capital Expenditures and Debt** | **(1,015,486)** | **578,420** | **1,593,906** | **(156.96%)** | **(6,092,916)** | **10,266,207** | **16,359,123** | **(268.49%)** | **(12,185,845)** |
| **Capital Expenditures** | | | | | | | | | |
| Interest Income - Capital (bonds) | 26,526 | 24,073 | (2,453) | (9.25%) | 159,156 | 134,513 | (24,643) | (15.48%) | 318,306 |
| Other Interest Income | 76,338 | 69,256 | (7,082) | (9.28%) | 458,028 | 330,538 | (127,490) | (27.83%) | 916,057 |
| Debt Service | (241,151) | (133,903) | 107,248 | 44.47% | (1,446,906) | (803,418) | 643,488 | 44.47% | (2,893,806) |
| **Total Capital Expenditures** | **(138,287)** | **(40,574)** | **97,713** | **70.66%** | **(829,722)** | **(338,367)** | **491,355** | **59.22%** | **(1,659,443)** |
| **Net Revenue less Capital Expenditures & Principal on Long Term Debt** | **(1,153,773)** | **537,846** | **1,691,619** | **146.62%** | **(6,922,638)** | **9,927,840** | **16,850,478** | **243.41%** | **(13,845,288)** |
| **Other Funding Sources** | | | | | | | | | |
| Net Income (Net Loss) | 1,153,773 | (537,846) | 1,691,619 | -146.62% | 6,922,638 | (9,927,840) | 16,850,478 | -243.41% | 13,845,288 |
| **Total Other Funding** | **1,153,773** | **(537,846)** | **1,691,619** | **(146.62%)** | **6,922,638** | **(9,927,840)** | **16,850,478** | **(243.41%)** | **13,845,288** |
| **Net Revenue / Expense** | **0** | **0** | **0** | **#DIV/0!** | **0** | **0** | **0** | **#DIV/0!** | **0** |
| Depreciation - Local | 418,945 | 441,119 | (22,174) | (5.29%) | 2,513,672 | 2,580,192 | (66,520) | (2.65%) | 5,027,344 |
| Depreciation - Federal | 1,675,781 | 1,764,475 | (88,694) | (5.29%) | 10,054,688 | 10,320,771 | (266,083) | (2.65%) | 20,109,377 |
| **Total Depreciation** | **2,094,727** | **2,205,594** | **(110,867)** | **5.29%** | **12,568,361** | **12,900,963** | **(332,603)** | **(2.65%)** | **25,136,721** |

CONSOLIDATED INCOME STATEMENT
ACTUAL TO ACTUAL COMPARISON
June 30, 2026
Unaudited

| | Current Month | | | | Year to Date | | | |
|---|---|---|---|---|---|---|---|---|
| | Prior Yr. | Current Yr. | $ Var. | %Var. | Prior Yr. | Current Yr. | $ Var. | %Var. |
| **Operating Revenues** | | | | | | | | |
| Passenger Fares | 801,875 | 892,076 | 90,201 | 11.25% | 5,154,972 | 5,765,271 | 610,299 | 11.84% |
| General Use Sales Tax | 6,589,544 | 7,532,656 | 943,112 | 14.31% | 47,384,188 | 46,879,885 | (504,303) | (1.06%) |
| State Motor Vehicle Sales Tax | 633,864 | 504,337 | (129,527) | (20.43%) | 3,251,938 | 3,190,967 | (60,971) | (1.87%) |
| Hotel/Motel Sales Tax | 216,284 | 161,522 | (54,762) | (25.32%) | 4,518,328 | 4,836,655 | 318,327 | 7.05% |
| Other Revenue | 960,913 | 1,193,451 | 232,538 | 24.20% | 2,004,510 | 6,868,757 | 4,864,247 | 242.67% |
| **Total Operating Revenues** | **9,202,480** | **10,284,042** | **1,081,562** | **11.75%** | **62,313,936** | **67,541,535** | **5,227,599** | **8.39%** |
| **Operating Expenses** | | | | | | | | |
| Labor | 4,924,673 | 5,091,152 | (166,479) | (3.38%) | 33,231,817 | 33,541,223 | (309,406) | (0.93%) |
| Fringe Benefits | 2,199,299 | 1,972,184 | 227,115 | 10.33% | 10,705,489 | 12,201,548 | (1,496,059) | (13.97%) |
| Services | 1,782,086 | 1,547,822 | 234,264 | 13.15% | 5,892,701 | 7,468,163 | (1,575,462) | (26.74%) |
| Materials and Supplies | 942,969 | 1,286,322 | (343,353) | (36.41%) | 5,138,277 | 5,435,481 | (297,204) | (5.78%) |
| Utilities | 133,166 | 126,403 | 6,763 | 5.08% | 794,941 | 970,792 | (175,851) | (22.12%) |
| Casualty & Liability | 905,742 | 1,144,179 | (238,437) | (26.33%) | 5,173,787 | 6,791,006 | (1,617,219) | (31.26%) |
| Taxes | 0 | 38,514 | (38,514) | #DIV/0! | 75,796 | 98,350 | (22,554) | (29.76%) |
| Miscellaneous | 66,903 | 42,077 | 24,826 | 37.11% | 324,007 | 304,555 | 19,452 | 6.00% |
| Leases and Rentals | 10,831 | (660) | 11,491 | 106.09% | 113,460 | 69,991 | 43,469 | 38.31% |
| **Total Oper. Exp. (excl. Depr.)** | **10,965,669** | **11,247,993** | **(282,324)** | **(2.57%)** | **61,450,275** | **66,881,109** | **(5,430,834)** | **(8.84%)** |
| **Net Operating Revenue** | **(1,763,189)** | **(963,951)** | **799,238** | **(45.33%)** | **863,661** | **660,426** | **(203,235)** | **(23.53%)** |
| **TMSEL Legacy Costs** | | | | | | | | |
| TMSEL Health Benefit Costs | 77,177 | 27,901 | (49,276) | (63.85%) | 151,058 | 175,269 | 24,211 | 16.03% |
| TMSEL Obligations | 15,430 | 0 | (15,430) | (100.00%) | 108,419 | 27,896 | (80,523) | (74.27%) |
| TMSEL All Other Costs | 167,148 | 46,240 | (120,908) | (72.34%) | 1,328,156 | 287,164 | (1,040,992) | (78.38%) |
| **Total TMSEL Legacy Costs** | **259,755** | **74,141** | **(185,614)** | **(71.46%)** | **1,587,633** | **490,329** | **(1,097,304)** | **(69.12%)** |
| **Net Rev. (Before Gov't. Asst.)** | **(2,022,944)** | **(1,038,092)** | **984,852** | **(48.68%)** | **(723,972)** | **170,097** | **894,069** | **(123.49%)** |
| **Maritime Operations** | | | | | | | | |
| Passenger Fares | 61,121 | 76,949 | 15,828 | 25.90% | 415,017 | 390,010 | (25,007) | (6.03%) |
| Labor and Fringe Benefits | (23,426) | (13,942) | 9,484 | (40.48%) | (139,982) | (91,153) | 48,829 | (34.88%) |
| Services | 0 | 0 | 0 | #DIV/0! | (29,818) | 0 | 29,818 | (100.00%) |
| Materials and Supplies | (9,792) | (43,065) | (33,273) | 339.80% | (42,837) | (166,881) | (124,044) | 289.57% |
| Taxes | (494) | (873) | (379) | 76.72% | (1,875) | (4,014) | (2,139) | 114.11% |
| Purchased Transportation | (813,400) | (900,237) | (86,837) | 10.68% | (5,406,973) | (5,741,766) | (334,793) | 6.19% |
| Other Operating Expenses | (165) | 0 | 165 | (100.00%) | (604) | (2,276) | (1,672) | 276.52% |
| Preventive Maintenance | 50,521 | 57,083 | 6,562 | 12.99% | 303,126 | 342,498 | 39,372 | 12.99% |
| LA State Appropriations | 0 | 0 | 0 | #DIV/0! | 0 | 0 | 0 | #DIV/0! |
| State Subsidy | 428,333 | 428,333 | 0 | 0.00% | 2,569,998 | 2,569,998 | (0) | (0.00%) |
| **Total Maritime Operations** | **(307,302)** | **(395,752)** | **(88,450)** | **28.78%** | **(2,333,949)** | **(2,703,584)** | **(369,635)** | **15.84%** |
| **Government Operating Assistance** | | | | | | | | |
| Preventive Maintenance | 1,587,525 | 1,905,373 | 317,848 | 20.02% | 9,525,150 | 11,435,238 | 1,910,088 | 20.05% |
| State Parish Transportation | 167,519 | 106,891 | (60,628) | (36.19%) | 961,327 | 888,216 | (73,111) | (7.61%) |
| ARPA Funding and Other Operating Grants | 0 | 0 | 0 | #DIV/0! | 44,032 | 476,240 | 432,208 | 981.58% |
| FEMA Reimbursements | 0 | 0 | 0 | #DIV/0! | 98 | 0 | (98) | (100.00%) |
| **Total Government Oper. Asst.** | **1,755,044** | **2,012,264** | **257,220** | **14.66%** | **10,530,607** | **12,799,694** | **2,269,087** | **21.55%** |
| **Net Revenue (After Gov't. Asst.)** | **(575,202)** | **578,420** | **1,153,622** | **(200.56%)** | **7,472,686** | **10,266,207** | **2,793,521** | **37.38%** |

CONSOLIDATED INCOME STATEMENT
ACTUAL TO ACTUAL COMPARISON
June 30, 2026
Unaudited

| | Current Month | | | | Year to Date | | | |
|---|---|---|---|---|---|---|---|---|
| | Prior Yr. | Current Yr. | $ Var. | %Var. | Prior Yr. | Current Yr. | $ Var. | %Var. |
| **Net Revenue (After Gov't. Asst.)** | **(575,202)** | **578,420** | **1,153,622** | **-200.56%** | **7,472,686** | **10,266,207** | **2,793,521** | **37.38%** |
| **Government Non-Operating Rev. (Exp.)** | | | | | | | | |
| Federal - Capital (RTA) | 320,157 | 1,382,539 | 1,062,382 | 331.83% | 4,053,587 | 9,471,785 | 5,418,198 | 133.66% |
| Local - Capital (RTA) | 80,039 | 345,635 | 265,596 | 331.83% | 1,126,647 | 2,367,948 | 1,241,301 | 110.18% |
| Capital Expenditures (RTA) | (400,196) | (1,728,174) | (1,327,978) | 331.83% | (5,077,657) | (11,839,733) | (6,762,076) | 133.17% |
| Total Federal and State Sources (Ferry) | 0 | 44,666 | 44,666 | #DIV/0! | 9,661 | 566,616 | 556,955 | 5764.98% |
| Other Local Sources/Restricted Cap. Res. (Ferry) | 0 | 11,166 | 11,166 | #DIV/0! | 2,415 | 951,704 | 949,289 | 39308.03% |
| Capital Expenses (Ferry) | (19,502) | (55,832) | (36,330) | 186.29% | (138,052) | (1,518,320) | (1,380,268) | 999.82% |
| Loss on Valuation of Assets | 0 | 0 | 0 | #DIV/0! | 0 | 0 | 0 | #DIV/0! |
| **Total Gov't. Non-Operating Rev. (Exp.)** | **(19,502)** | **0** | **19,502** | **(1)** | **(23,399)** | **0** | **23,399** | **(100.00%)** |
| **Total Revenues (Expenses) Before Capital Expenditures and Debt** | **(594,704)** | **578,420** | **1,173,124** | **(197.26%)** | **7,449,287** | **10,266,207** | **2,816,920** | **37.81%** |
| **Capital Expenditures** | | | | | | | | |
| Bond Interest Income | 27,708 | 24,073 | (3,635) | (13.12%) | 155,083 | 134,513 | (20,570) | (13.26%) |
| Other Interest Income | 111,866 | 69,256 | (42,610) | (38.09%) | 402,413 | 330,538 | 71,875 | 17.86% |
| Debt Service | (154,528) | (133,903) | 20,625 | (13.35%) | (6,029,709) | (803,418) | (5,226,291) | 86.68% |
| **Total Capital Expenditures** | **(14,954)** | **(40,574)** | **(25,620)** | **171.33%** | **(5,472,213)** | **(338,367)** | **5,133,846** | **(93.82%)** |
| **Net Revenue less Capital Expenditures & Principal on Long Term Debt** | **(609,658)** | **537,846** | **1,147,504** | **188.22%** | **1,977,074** | **9,927,840** | **7,950,766** | **(402.15%)** |
| **Other Funding Sources** | | | | | | | | |
| Net Income (Net Loss) | 609,658 | (537,846) | (1,147,504) | (188.22%) | (1,977,074) | (9,927,840) | (7,950,766) | 402.15% |
| **Total Other Funding** | **609,658** | **(537,846)** | **(1,147,504)** | **(188.22%)** | **(1,977,074)** | **(9,927,840)** | **(7,950,766)** | **402.15%** |
| **Net Revenue / Expense** | **0** | **0** | **0** | **#DIV/0!** | **0** | **0** | **0** | **#DIV/0!** |
| Depreciation - Local | 418,945 | 441,119 | (22,174) | (5.29%) | 2,367,241 | 2,580,192 | (212,951) | (9.00%) |
| Depreciation - Federal | 1,675,782 | 1,764,475 | (88,693) | (5.29%) | 9,468,964 | 10,320,771 | (851,807) | (9.00%) |
| **Total Depreciation Expense** | **2,094,727** | **2,205,594** | **(110,867)** | **(5.29%)** | **11,836,205** | **12,900,963** | **(1,064,758)** | **(9.00%)** |

Regional Transit Authority
Financial Performance Indicators
June 30, 2026

| | Company-wide excl. Maritime | | Fixed Route Bus | | Streetcar | | Paratransit | | Maritime | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Current Mo. | Year-to-date | Current Mo. | Year-to-date | Current Mo. | Year-to-date | Current Mo. | Year-to-date | Current Mo. | Year-to-date |
| Ridership (Unlinked Trips) | 1,243,662 | 7,557,480 | 931,329 | 5,582,482 | 292,888 | 1,859,350 | 19,445 | 115,648 | 70,425 | 466,414 |
| Total Platform Hours | 68,587 | 409,972 | 42,072 | 254,070 | 11,303 | 70,192 | 15,212 | 85,710 | 913 | 4,626 |
| Passenger Revenue | 892,076 | 5,765,271 | 624,189 | 3,987,002 | 240,771 | 1,611,856 | 27,116 | 166,412 | 76,949 | 390,010 |
| Operating Expenses | 11,247,993 | 66,881,109 | 7,311,195 | 43,472,721 | 2,249,599 | 13,376,222 | 1,687,199 | 10,032,166 | (395,752) | (2,703,584) |
| Operating Cost Per Platform Hour | 164.00 | 163.14 | 173.78 | 171.11 | 199.03 | 190.57 | 110.91 | 117.05 | -433.46 | -584.40 |
| Annual Budgeted Cost Per Platform Hour | | 172.55 | | 163.35 | | 205.26 | | 149.04 | | 1080.65 |
| Farebox Recovery Rate | 7.93% | 8.62% | 8.54% | 9.17% | 10.70% | 12.05% | 1.61% | 1.66% | -19.44% | -14.43% |
| Operating Cost Per Unlinked Trip | 9.04 | 8.85 | 7.85 | 7.79 | 7.68 | 7.19 | 86.77 | 86.75 | -5.62 | -5.80 |
| Passenger Revenue Per Unlinked Trip | 0.72 | 0.76 | 0.67 | 0.71 | 0.82 | 0.87 | 1.39 | 1.44 | 1.09 | 0.84 |
| Subsidy per Unlinked Trip | 8.32 | 8.09 | 7.18 | 7.08 | 6.86 | 6.32 | 85.38 | 85.31 | -6.71 | -6.64 |

**Regional Transit Authority**
**Financial Performance Indicators**
**Current to Prior Year Comparison**

**REPORT FOR THE MONTH**

| | Company-wide | | | Fixed Route Bus | | | Streetcar | | | Paratransit | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | For the Month Ended June 30 | | | For the Month Ended June 30 | | | For the Month Ended June 30 | | | For the Month Ended June 30 | | |
| | 2026 | 2025 | Variance | 2026 | 2025 | Variance | 2026 | 2025 | Variance | 2026 | 2025 | Variance |
| Ridership (Unlinked Trips) | 1,243,662 | 1,157,072 | 86,590 | 931,329 | 877,956 | 53,373 | 292,888 | 261,119 | 31,769 | 19,445 | 17,997 | 1,448 |
| Total Platform Hours | 68,587 | 65,836 | 2,751 | 42,072 | 41,915 | 157 | 11,303 | 11,487 | (185) | 0 | 12,434 | (12,434) |
| Passenger Revenue | 892,076 | 931,556 | (39,481) | 624,189 | 575,762 | 48,427 | 240,771 | 324,532 | (83,761) | 27,116 | 31,262 | (4,146) |
| Operating Expenses | 11,247,993 | 10,965,669 | 282,324 | 7,311,195 | 7,127,685 | 183,511 | 2,249,599 | 2,193,134 | 56,465 | 1,687,199 | 1,644,850 | 42,349 |
| Operating Cost Per Platform Hour | 164.00 | 166.56 | (2.56) | 173.78 | 170.05 | 3.73 | 199.03 | 190.92 | 8.11 | 110.91 | 132.28 | (21.37) |
| Annual Budgeted Cost Per Plat. Hour | 172.55 | 157.98 | 14.57 | 163.35 | 141.93 | 21.42 | 205.26 | 188.32 | 16.94 | 149.04 | 143.69 | 5.35 |
| Farebox Recovery Rate | 7.93% | 8.50% | -0.56% | 8.54% | 8.08% | 0.46% | 10.70% | 14.80% | -4.09% | 1.61% | 1.90% | -0.29% |
| Operating Cost Per Unlinked Trip | 9.04 | 9.48 | (0.44) | 7.85 | 8.12 | (0.27) | 7.68 | 8.40 | (0.72) | 86.77 | 91.40 | (4.63) |
| Passenger Revenue Per Unlinked Trip | 0.72 | 0.81 | (0.09) | 0.67 | 0.66 | 0.01 | 0.82 | 1.24 | (0.42) | 1.39 | 1.74 | (0.35) |
| Subsidy per Unlinked Trip | 8.32 | 8.67 | (0.35) | 7.18 | 7.46 | (0.28) | 6.86 | 7.16 | (0.30) | 85.38 | 89.66 | (4.28) |

**Regional Transit Authority**
**Financial Performance Indicators**
**Current to Prior Year Comparison**

**YEAR-TO-DATE REPORT**

| | Company-wide | | | Fixed Route Bus | | | Streetcar | | | Paratransit | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | For 6 Months Ending June 30, | | | For 6 Months Ending June 30, | | | For 6 Months Ending June 30, | | | For 6 Months Ending June 30, | | |
| | 2026 | 2025 | Variance | 2026 | 2025 | Variance | 2026 | 2025 | Variance | 2026 | 2025 | Variance |
| Ridership (Unlinked Trips) | 7,557,480 | 6,896,495 | 660,985 | 5,582,482 | 5,456,231 | 126,251 | 1,859,350 | 1,372,980 | 486,370 | 115,648 | 67,284 | 48,364 |
| Total Platform Hours | 409,972 | 391,131 | 18,841 | 254,070 | 254,068 | 2 | 70,192 | 69,779 | 413 | 85,710 | 67,284 | 18,426 |
| Passenger Revenue | 5,765,271 | 5,329,575 | 435,696 | 3,987,002 | 3,465,170 | 521,832 | 1,611,856 | 1,695,563 | (83,707) | 166,412 | 168,841 | (2,429) |
| Operating Expenses | 66,881,109 | 61,450,275 | 5,430,834 | 43,472,721 | 39,942,679 | 3,530,042 | 13,376,222 | 12,290,055 | 1,086,167 | 10,032,166 | 9,217,541 | 814,625 |
| Operating Cost Per Platform Hour | 163.14 | 157.11 | 6.03 | 171.11 | 157.21 | 13.90 | 190.57 | 176.13 | 14.44 | 117.05 | 136.99 | (19.94) |
| Annual Budgeted Cost Per Plat. Hour | 172.55 | 157.98 | 14.57 | 163.35 | 141.93 | 21.42 | 205.26 | 188.32 | 16.94 | 149.04 | 143.69 | 5.35 |
| Farebox Recovery Rate | 8.62% | 8.67% | -0.05% | 9.17% | 8.68% | 0.50% | 12.05% | 13.80% | -1.75% | 1.66% | 1.83% | -0.17% |
| Operating Cost Per Unlinked Trip | 8.85 | 8.91 | (0.06) | 7.79 | 7.32 | 0.47 | 7.19 | 8.95 | (1.76) | 86.75 | 136.99 | (50.24) |
| Passenger Revenue Per Unlinked Trip | 0.76 | 0.77 | (0.01) | 0.71 | 0.64 | 0.07 | 0.87 | 1.23 | (0.36) | 1.44 | 2.51 | (1.07) |
| Subsidy per Unlinked Trip | 8.09 | 8.14 | (0.05) | 7.08 | 6.68 | 0.40 | 6.32 | 7.72 | (1.40) | 85.31 | 134.48 | (49.17) |

**REGIONAL TRANSIT AUTHORITY**
**STATEMENT OF NET POSITION**
**AS OF JUNE 30, 2026**

| | June 30, 2026 |
|---|---|
| **Assets** | |
| Current assets | |
| Cash and cash equivalents | $ 73,760,042 |
| Accounts receivable, net | 43,308,229 |
| Inventories | 1,581,396 |
| Prepaid expenses and other assets | 6,108,490 |
| Total current assets | 124,758,157 |
| Restricted assets | |
| Cash and cash equivalents | |
| 2020A series bond trustee accounts | 9,461,078 |
| 2010 series bond trustee accounts | 464,927 |
| Investments | |
| Self-insurance reserve | 1,481,896 |
| Total restricted assets | 11,407,901 |
| Noncurrent assets | |
| Property, buildings and equipment, net | 276,126,974 |
| Net pension asset | 2,602,463 |
| Total noncurrent assets | 278,729,437 |
| Total assets | 414,895,495 |
| **Deferred Outflows of Resources** | |
| Deferred charges - prepaid bond insurance | 222,804 |
| Pension deferrals | 11,075,345 |
| Total deferred outflows of resources | 11,298,149 |
| **Total assets and deferred outflows of resources** | **$ 426,193,644** |
| **Liabilities** | |
| Current liabilities (payable from current assets) | |
| Accounts payable, accrued expenses, and deferred credits | $ 57,953,227 |
| Current portion of compensated absences | 2,988,517 |
| Current portion of legal and small claims | 2,905,459 |
| Current portion of OPEB liability | 745,255 |
| Total current liabilities (payable from current assets) | 64,592,458 |
| Current liabilities (payable from restricted assets) | |
| Current portion of accrued bond interest | 1,432,999 |
| Current portion of bonds payable | 2,600,000 |
| Current portion of bond premium | 1,259,159 |
| Total current liabilities (payable from restricted assets) | 5,292,158 |
| Long-term Liabilities | |
| Compensated absences less current portion | 2,267,446 |
| Legal and small claims less current portion | 8,058,202 |
| Bonds payable less current portion | 54,720,000 |
| Bond premium less current portion | 10,283,128 |
| Total OPEB liability | 3,185,216 |
| Total long-term liabilities | 78,513,993 |
| Total liabilities | 148,398,609 |
| **Deferred Inflows of Resources** | |
| Deferred refunding gain | 1,649,686 |
| Total deferred inflows of resources | 1,649,686 |
| **Net Position** | |
| Net investment in capital assets | 204,182,001 |
| Restricted | 11,407,901 |
| Unrestricted | 60,555,447 |
| Total net position | 276,145,349 |
| **Total liabilities, deferred inflows of resources, and net position** | **$ 426,193,644** |

2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority

## Board Report and Staff Summary

**File #:** 26-043 **Board of Commissioners**

Adoption of the Customer Code of Conduct and Enforcement Policy (SEC 2)

| DESCRIPTION: Adoption of the Customer Code of Conduct and Enforcement Policy (SEC 2) | AGENDA NO: Click or tap here to enter text. |
|---|---|
| ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other | |

RECOMMENDATION:

Authorize the Chief Executive Officer to adopt and implement the Customer Code of Conduct and Enforcement Policy (SEC 2), establishing formal rules of conduct, enforcement procedures, and due process protections for all persons using the RTA transit system.

ISSUE/BACKGROUND:

The RTA is committed to providing a safe, secure, and welcoming transit environment for all customers, employees, and the general public. While RTA has long maintained basic rider rules and etiquette guidelines on its website, as well as procedures and training for operators and front-line staff on the enforcement of policy, the RTA has never formally adopted a single comprehensive policy governing customer conduct and enforcement.

In early 2024, RTA staff undertook a structured process to gather input for this policy. Efforts began with research into industry standards, best practices, and applicable state and local laws, followed by extensive public outreach and stakeholder engagement.

Beginning in March 2024, RTA staff presented an initial policy framework to the Riders Advisory Committee (RAC) and invited input from both riders and operators. A public survey launched in March 2024 yielded 466 responses, providing actionable data on the behaviors and issues riders encounter most frequently and the types of rules riders want codified. Operator feedback was gathered through the RTA's Labor-Management Committee and an Operator Committee meeting, surfacing practical concerns about fare compliance, non-destination riding, luggage limits, and the need for clearer enforcement tools.

RTA's outreach team continued engagement through the summer and fall of 2024, holding meetings with a broad cross-section of community stakeholders, including youth organizations, transit equity groups, mental health awareness groups, houselessness advocacy organizations, senior living communities, ADA-mission-driven groups, the healthcare industry, the hospitality industry, and neighborhood associations.

The resulting policy consolidates existing rules, establishes clear enforcement mechanisms, and creates a structured due process framework that is consistent with RTA's values of fairness, equity, and transparency.

DISCUSSION:

This policy establishes a comprehensive, system-wide framework governing rider conduct on all RTA vehicles, facilities, and property. The policy's principal components are as follows:

- **Scope and Application:** The policy applies to all RTA employees, contractors, and customers across all modes of service (bus, streetcar, paratransit, and ferry). In cases of conflict with collective bargaining agreements, those agreements prevail.
- **Customer Code of Conduct:** The policy codifies prohibited behaviors on RTA vehicles, facilities, and property, aligned with applicable New Orleans ordinances, state law, and existing RTA policy. It should be noted that while signage onboard some RTA vehicles and guidance on RTA's website previously existed, neither was based on any formally adopted policy. This has resulted in inconsistent application of policies and procedures, rider confusion, and at times, unnecessary escalation or mishandling of reported violations.
- **Enforcement Framework:** When necessary to uphold the Code of Conduct and maintain a safe and comfortable experience for all RTA customers, this policy outlines specific provisions for RTA to issue Warnings, Suspensions, and/or Exclusions following an internal investigation of a violation that is non-criminal. Criminal matters are referred to RTA Transit Police for investigation and handling according to New Orleans Police Department (NOPD) standard operating procedures.
- **Due Process and Appeals:** Persons subject to a Suspension Notice may appeal within ten (10) business days. Enforcement actions are reviewed either by the Chief Safety, Security and Emergency Management Officer (CSSEM) or a cross-departmental Exclusion Review Board depending on severity. A detailed process is included as an attachment to the policy.
- **Transparency and Posting:** The policy and its attachments, including a Notice of Suspension/Exclusion form and Appeal Procedures, will be published on the RTA website (norta.com), made available on transit vehicles and in RTA facilities, and accessible through the Le Pass mobile application.
- **Fare Forfeiture:** Consistent with RTA Fare Policy (GEN11), any person who violates the Code forfeits any remaining fare value on their fare media during an enforcement action. A successful appeal of any enforcement action will result in a full refund.

The policy aligns with existing RTA policies including the RTA's Fare Policy (GEN11) and is consistent with all applicable local, state, and federal law. It also consolidates and replaces all previous rider rules and their associated procedures for front-line staff (i.e., for enforcement) into a single policy. This will contribute to a more standard application across all transit modes and serve as a new baseline for all future policy updates.

FINANCIAL IMPACT:

There is no direct financial impact associated with the adoption of this policy. Implementation costs,

including staff training, signage, and website publication, are expected to be absorbed within existing departmental budgets.

NEXT STEPS:

Upon Board approval, RTA staff will take the following actions:

- Publish the policy, Notice of Suspension/Exclusion form, and Appeal Procedures on the RTA website at norta.com.
- Distribute updated rider conduct information on transit vehicles, at facilities, and through the Le Pass mobile application.
- Conduct training for customer-facing staff on policy provisions, reporting responsibilities, and enforcement procedures.
- Coordinate with RTA Transit Police on criminal referral protocols and enforcement coordination.
- Monitor implementation and policy effectiveness, with periodic review as operational experience develops.

ATTACHMENTS:

1. Board Resolution
2. Customer Code of Conduct and Enforcement Policy (SEC 2)

Prepared By: Craig Toomey
Title: Senior Director, Emergency Management

Reviewed By: Michael J. Smith
Title: Chief Safety, Security, and Emergency Management Officer

Reviewed By: Tracy Tyler
Title: Chief Legal Officer

Lona Edwards Hankins

5/12/2026

Lona Edwards Hankins
Chief Executive Officer

Date

**RESOLUTION NO. _____**

**FILE ID NO. 26-043**

**STATE OF**

**LOUISIANA PARISH**

**OF ORLEANS**

---

**ADOPTION OF THE CUSTOMER CODE OF CONDUCT AND ENFORCEMENT POLICY (SEC 2)**

---

Introduced by Commissioner _____, seconded by Commissioner _____.

**WHEREAS**, the New Orleans Regional Transit Authority (RTA) is committed to providing a safe, secure, and welcoming transit environment for all customers, employees, and the general public; and

**WHEREAS**, the RTA has previously maintained general rider rules and etiquette guidelines on its website, but has never formally adopted a comprehensive policy governing customer conduct and enforcement across its entire transit system; and

**WHEREAS**, beginning in early 2024, RTA staff undertook a structured process to develop an official Customer Code of Conduct and Enforcement Policy, including research into industry best practices and applicable state and local law, a public survey of 466 rider responses, and engagement with RTA operators through the RTA's Labor-Management Committee and Operator Committee; and

**WHEREAS**, RTA's community outreach team conducted sustained engagement through 2024 with a broad cross-section of stakeholders, including riders, youth organizations, transit equity advocates, mental health awareness groups, houselessness advocacy organizations, senior communities, ADA-mission-driven groups, the healthcare industry, the hospitality industry, and neighborhood associations, to ensure the policy reflects the needs and concerns of the communities RTA serves; and

**WHEREAS**, the resulting Customer Code of Conduct and Enforcement Policy consolidates and codifies rules applicable to all persons using RTA vehicles, facilities, and property across all modes of service; and

**WHEREAS**, the policy establishes a tiered conduct enforcement framework of Warnings, Suspensions, and Exclusions for non-criminal Code violations, administered through internal investigation and authorized by the Chief Safety, Security & Emergency Management Officer; and

**WHEREAS**, the policy establishes due process protections, including a right to appeal enforcement actions subject to the review of either the Chief Safety, Security & Emergency Management Officer (for enforcement periods of thirty (30) days or fewer) or a cross-departmental Exclusion Review Board (for enforcement periods greater than thirty-one (31) days with a requested hearing); and

**WHEREAS**, the policy aligns with existing RTA policies, including the Fare Policy (GEN11), and is consistent with all applicable local, state, and federal law; and

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Commissioners of the New Orleans Regional Transit Authority that the Customer Code of Conduct and Enforcement Policy (SEC 2) is hereby adopted and approved.

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

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

**AND THE RESOLUTION WAS ADOPTED ON THE _____ DAY OF _____, 2026.**

**ANN D. DUPLESSIS**
**CHAIR**
**RTA BOARD OF COMMISSIONERS**

# Customer Code of Conduct and Enforcement Policy

**POLICY STATEMENT** **(SEC 2)**

The New Orleans Regional Transit Authority (RTA) is committed to the safety and security of all customers using its services and of all RTA staff. For the safety of all persons, RTA establishes the following Code of Conduct and Enforcement Policy ("Code").

**PURPOSE**

RTA is committed to providing the best possible transit services for its customers and to do so requires all persons in the RTA transit system to work together toward a shared goal of keeping each other safe. RTA has developed this Code to establish rules and expectations regarding appropriate customer conduct on all RTA vehicles, describe the enforcement mechanisms that RTA may employ, and foster a safe and welcoming environment that promotes civil and respectful interaction for all who use the transit system.

**APPLICATION**

This policy applies to all RTA employees, contractors performing work for RTA, and all RTA customers. In cases of conflict between RTA policies and collective bargaining agreements the collective bargaining agreements will prevail with respect to unionized RTA employees.

RTA, through its employees, contractors, and agents, will ensure this policy is adopted and enforced in accordance with all applicable local, state, and federal laws.

ADOPTED BY:

The RTA Board of Commissioners on XX/XX/XXXX, Resolution XX-XXX.

APPROVED BY:

_____

Ronald G. Baptiste
Interim Chief Executive Officer

Effective Date: xx/xx/xxxx
Date of Last Review: xx/xx/xxxx

## 1.0 GENERAL

It is critical to establish a safe, secure, and comfortable transit environment for RTA's customers, employees and the general public. In support of this goal, the Code of Conduct and Enforcement Policy 1) codifies acceptable behaviors while using RTA public transportation services ("services"), and 2) establishes policies and procedures for addressing non-compliance with the Code.

RTA has established this Code in alignment with existing, applicable state and local laws and with existing RTA policies.

This policy helps ensure that any enforcement, when necessary, aligns with the RTA's values and is executed in a fair and equitable manner.

This policy does not preclude RTA's employees, agents, or contractors from seeking the enforcement of federal, state, or local laws to maintain an orderly and safe environment.

## 2.0 PROCEDURES

- 2.1 Front-line personnel training
  - 2.1.1 Customer-facing staff shall be trained on the rules codified in this Code of Conduct and Enforcement Policy.
  - 2.1.2 As outlined in RTA policy, operators and other front-line personnel are required to become familiar with all rules and procedures, including customer rules.
- 2.2 Posting
  - 2.2.1 The Code of Conduct and Enforcement Policy will be made available on public transit vehicles, in RTA facilities, on the LePass mobile application, and on the RTA website.
- 2.3 Incidents
  - 2.3.1 Operators and other RTA employees must follow applicable training, policies, and procedures following any incidents related to non-compliance with this Code of Conduct. Employees involved in or responding to incidents are responsible for gathering facts needed to properly report and investigate the incident.
  - 2.3.2 RTA has established procedures for enforcing this Code and provides due process rights, including review and appeal, to any individual subject to enforcement action under this Code.
- 2.4 Enforcement
  - 2.4.1 RTA shall ensure that enforcement of this Code is conducted consistently and in accordance with all applicable provisions herein, whether or not Transit Police or law enforcement assistance is involved.
  - 2.4.2 For Code violations that also constitute a felony or a misdemeanor crime, Transit Police will conduct a thorough police investigation pursuant to NOPD policies and in close coordination with RTA.

2.4.3 In response to a person violating the Code and/or committing a crime, RTA may take action up to and including:

2.4.3.1 Educational and Corrective Actions:

2.4.3.1.1 Advising the person to cease the violating behavior.

2.4.3.1.2 Issuing a written warning and documenting the occurrence.

2.4.3.2 Enforcement Actions (typically reserved for when any of the following are true—enforcement is necessary to ensure the safety of RTA customers and employees, the person is a repeat offender, or the person refuses to cease the violating behavior after being advised to do so):

2.4.3.2.1 Immediate removal from RTA vehicles or facilities by Transit Police or any law enforcement officer.

2.4.3.2.2 Issuance of a Suspension Notice imposing suspension or exclusion from the RTA system whether for a defined period or indefinitely.

2.4.3.2.3 Referral to law enforcement for arrest.

2.4.3.2.4 Issuance of a summons by Transit Police or law enforcement in lieu of physical arrest; refusal to accept a summons may result in physical arrest.

2.4.4 RTA shall not refuse to provide service to, or remove, suspend, or otherwise penalize an individual with a disability solely because the individual's disability results in appearance or involuntary behavior that may offend, annoy, or inconvenience RTA employees or other customers.

2.4.5 This Code is not intended to limit, replace, or conflict with any federal, state, or local law, regulation, or ordinance, and does not limit or prevent any law enforcement agency or entity from taking any lawful action against any person in or on any RTA vehicle, facility, or property.

2.5 Internal RTA investigations of Code of Conduct violations

2.5.1 RTA shall independently investigate Code violations and determine appropriate enforcement action in a timely manner to ensure the safety, security, and integrity of the RTA system. Such investigation may be based on the reports and findings of relevant law enforcement entities.

2.5.2 The decision to impose an enforcement action does not prevent RTA from pursuing any legal remedies against any individual who violates the Code.

2.5.3 Failure to comply with any written or verbal warning or other enforcement action may constitute trespassing under applicable law and may be reported to Transit Police or other law enforcement.

2.5.4 Persons who have been issued an enforcement action from an internal RTA investigation may appeal in accordance with the Appeal Procedures set forth in this policy.

2.6 Fare Forfeiture

2.6.1 A person who violates this Code forfeits any remaining value on fare media, including passes or stored value, during any enforcement action. No person suspended or excluded from RTA vehicles or facilities is entitled to a fare refund during the applicable penalty period. However, if an enforcement action is successfully appealed, RTA may, at its discretion, consider reimbursement of forfeited fare value.

3.0 DEFINITIONS

3.1 **Americans with Disabilities Act (ADA)** – A U.S. civil rights law (1990) that prohibits discrimination based on disability. It ensures people with disabilities have equal opportunities in various aspects of life, including employment, public services, and access to public accommodations. (Also see *ADA Guidance* page on FTA's website.[1])

3.2 **Ban – See Exclusion**

3.3 **Customer** - any individual actively using or intending to use RTA public transportation services, whether riding, entering, or exiting a public transit vehicle, or waiting at a Designated Transit Stop, or visiting any RTA (revenue or non-revenue) facility. (Also see *Passenger.*)

3.4 **Designated Fare Zone ("Fare Zone")** – A portion or entirety of a station, terminal, or other revenue facility designated by RTA in which proof of fare payment is required.

3.5 **Designated Transit Stop** – A designated, fixed location where a customer may board or alight a public transit vehicle.

3.6 **Enforcement Action** – The administrative action taken by RTA in response to a violation of the Code. For the purposes of this Policy, Enforcement Action refers to the action taken by RTA following section 2.4.3.2 above.

3.7 **Exclusion ("Ban") –** A restriction of access to the RTA system, generally for a longer period than a suspension. An exclusion may apply to the entire RTA system or a portion thereof.

3.8 **Fare –** the lawful charges established by RTA for the use of its transit services.

3.9 **Passenger** – An RTA customer who boards a public transit vehicle. (Also see *Customer.*)

3.10 **Public Transportation System ("RTA System")** – Includes all RTA property (revenue and non-revenue), Transit Stops (regardless of ownership of the property on which the stop is located), facilities, assets, vehicles (revenue and non-revenue), employees, and contractors.

3.11 **Public Transit Vehicles** – For the purposes of this policy, RTA-owned and/or operated buses, streetcars, para-transit vehicles, and ferries, used to provide transit services to the public.

[1] https://www.transit.dot.gov/regulations-and-guidance/civil-rights-ada/ada-guidance

3.12 **Reasonable Waiting Period** – Up to 60 minutes before or 30 minutes after a scheduled transit trip. Customers may be asked to demonstrate a legitimate reason for being on the property if their presence exceeds this timeframe.

3.13 **Service Animal –** Service animals may accompany customers with disabilities in accordance with ADA. Customers are responsible for their service animals. Service animals can be denied boarding if the animal is out of control, or its owner cannot control the animal or if the animal poses a direct hazard to the health and safety of RTA personnel or customers.

3.14 **Suspension** – A temporary loss of privileges to utilize any portion of the RTA system, for a defined period. It can apply to the entire RTA system or a portion thereof.

3.15 **Warning** – A formal notification issued by RTA in response to a violation of the Code. It serves as notice that continued or repeated violations may result in suspension or exclusion from the RTA system consistent with the Enforcement provisions of this policy.

## 4.0 CUSTOMER CODE OF CONDUCT

4.1 Violation of this Code, or of any applicable federal, state, or local law, regulation, or ordinance, may result in suspension or exclusion from RTA vehicles, facilities, and services, and/or referral to law enforcement for further action.

4.2 RTA revenue facilities, including terminals, are open exclusively during posted hours of operation.

4.3 The following are prohibited **in or on any RTA vehicle, facility, or property**:

- 4.3.1 Abusive, harassing, intimidating, or threatening behavior toward an RTA employee or another customer.
- 4.3.2 Expectoration (spitting) in or upon any part of any RTA employee, customer, vehicle, or property.
- 4.3.3 Failure to pay established fare consistent with the RTA Fare Policy, other applicable policies, and posted signage, placards, and notices.
  - 4.3.3.1 Passengers must provide evidence of fare payment or eligibility for a free fare upon request from an operator or authorized fare validation personnel:
    - While on board any RTA public transit vehicle
    - While in designated fare zones
    - Upon exiting an RTA public transit vehicle at the request of fare validation personnel
- 4.3.4 Vending, selling, or attempting to sell any item.
- 4.3.5 Smoking or carrying a lighted or smoldering pipe, cigar, or cigarette (inclusive of e-cigarettes/vaporizers).
- 4.3.6 Littering.
- 4.3.7 Intentionally damaging or destroying any RTA vehicle, equipment, facility, or property, or the personal property of any other passenger, without the consent of the owner.

4.3.8 Possession of markers, spray paint, etching instruments, or similar devices under circumstances indicating intent to damage, deface, or destroy RTA vehicles, equipment, facilities, or property.

4.3.9 Playing audio from any device or instrument at a volume audible to other passengers, except when the device is connected to headphones worn by the user.

4.3.10 Possession, distribution, or consumption of illicit drugs.

4.3.11 Loitering, except when waiting a reasonable period of time in a facility or on a property for a scheduled transit trip as defined in this policy.

4.3.12 Riding or operating bicycles, scooters, skateboards, hoverboards, tricycles, or any other non-motorized or motorized personal vehicle or device (excluding personal assistive mobility devices) on RTA vehicles, platforms, stations, facilities, and passenger walkways.

4.3.13 Solicitation.

4.3.14 Tampering or interfering with any security devices such as cameras or locks.

4.3.15 Negligent handling or illegal possession or carrying of a firearm or dangerous weapon.

4.3.16 Boarding or entering with a pet that is not a service animal, unless securely enclosed in a kennel or carrier.

4.3.17 Posting or distributing literature without the permission of RTA.

4.3.18 Parking in unauthorized areas or in violation of any sign, placard, or pavement marking.

4.4 In addition to the general prohibitions listed in 4.3, the following are prohibited on any **RTA public transit vehicle**:

4.4.1 Eating or consuming food or open beverages onboard RTA vehicles. Sealed, lidded, or capped beverages are permitted. Exceptions may be made for passengers with documented medical needs.

4.4.2 Engaging in conduct that is seriously disruptive to other passengers or employees, or that poses a direct threat to the health or safety of any person on or near RTA vehicles or facilities.

4.4.3 Interfering with the safe operation of any RTA public transit vehicle by not complying with the instructions of the RTA operator, employee, or agent regarding the vehicle's operation and matters of safety.

4.4.4 Standing in front of the yellow line on the floor of a bus or streetcar when the vehicle is in motion.

4.4.5 Blocking or obstructing the movement of passengers or emergency egress with personal belongings, equipment, or devices, including but not limited to large suitcases or bags, strollers, wagons, or shopping carts.

4.4.5.1 A maximum of two (2) large suitcases or bags are allowed when stored in a manner that does not block any aisles or doorways.

4.4.5.2 Children must be removed from strollers, which must then be folded securely and stored in a manner that does not block aisles or doorways.

4.4.6 Carrying flammable liquids, fireworks, car batteries with acid, lithium-ion batteries, or any other hazardous materials.

4.4.6.1 Small batteries installed on motorized wheelchairs and mobility devices are permitted.

4.4.7 Non-destination riding or other misuse of an RTA-issued fare media.

4.4.7.1 A person who remains onboard a transit vehicle for more than one full route cycle ("trip") and who fails to indicate to the operator or other RTA employee their intended destination, may be riding without a destination. This is also considered misuse of the fare.

4.4.8 Bringing onboard animals that are not securely enclosed in a kennel or carrier. This section does not apply to service animals (also see 4.5).

4.4.8.1 Small animals may be carried onboard a public transit vehicle provided they are securely enclosed in a kennel or carrier that can reasonably be carried onboard and placed without danger or hindrance to other customers. The container must not occupy another seat on the public transit vehicle.

4.5 Service Animals

4.5.1 Service animals may accompany customers with disabilities in accordance with ADA.

4.5.2 Owners are responsible for cleaning up after their animals.

4.5.3 Service animals may be denied boarding if the handler cannot maintain control of the animal or if the animal poses a direct threat to the health or safety of other customers or employees.

4.5.3.1 Consistent with ADA requirements, an RTA operator or employee may only ask: 1) whether the animal is a service animal required because of a disability; and 2) what work or task the animal has been trained to perform.

4.5.4 Comfort or emotional support animals are not considered service animals under the ADA and as such, are not allowed, unless enclosed in a carrier.

4.6 Posted Rules

4.6.1 By entering any RTA vehicle, facility, or property, customers agree to comply with all posted rules, regulations, and notices for the duration of their use of the RTA system. Failure to comply with posted rules, regulations, and notices may result in enforcement action under this Code.

4.6.2 Rules and regulations consistent with this Code are also available on RTA's website at www.norta.com.

5.0 COMMON COURTESY REMINDERS

5.1 To ensure a pleasant and safe experience for everyone, RTA encourages customers to show consideration toward others while using the RTA system.

- 5.1.1 Remain seated while the public transit vehicle is in motion when possible. If standing, hold on to the stanchion or handles.
- 5.1.2 Allow onboard passengers to exit before boarding and, if possible, exit using the rear door.
- 5.1.3 Kindly offer your seat to older people, people with disabilities or mobility challenges, and people carrying young children.
- 5.1.4 Use headphones when listening to music or watching video content, and limit the use of speakerphone while on calls.
- 5.1.5 Please do not litter. Take your trash and personal belongings with you as you exit the public transit vehicle.
- 5.1.6 Keep personal belongings in your lap or at your feet. Refrain from placing feet or large items on seats and always keep aisles and doorways clear.
- 5.1.7 Be respectful and attentive of others. Kindly make room for customers who have reached their destination and are safely trying to exit the vehicle.
- 5.1.8 Help keep the RTA system safe by immediately notifying the operator or another employee of misconduct or if you notice something suspicious. If you see something, say something.

## 6.0 REPORTING SAFETY AND SECURITY CONCERNS

6.1 Customers may contact Transit Police by calling Rideline at 504-248-3900. Be prepared to give the agent your address or, if on a public transit vehicle, the vehicle number and the route or line number. **Always dial 9-1-1 in the event of an emergency**.

6.2 Customers may report non-emergency Code of Conduct violations or concerns to any RTA employee or by calling Rideline at 504-248-3900.

## 7.0 REFERENCE

New Orleans Code of Ordinances

RTA Fare Policy

## 8.0 ATTACHMENTS

Notice of Suspension/Exclusion

Appeal Procedure

# NOTICE OF SUSPENSION/EXCLUSION

CUSTOMER NAME:_____ EXCLUSION NO. ___

DATE: _____

To be completed by RTA:

| |
|---|
| Incident occurred aboard: (Check One)<br><br>☐ Bus ☐ Streetcar ☐ Paratransit ☐ Ferry<br><br>RTA Vehicle Number:<br><br>☐ Property or Facility owned, operated or maintained by RTA<br><br>RTA Incident Number: |
| YOU ARE SUSPENDED / EXCLUDED FROM ONE OR MORE OF THE ABOVE PRIVILEGES FOR A PERIOD OF NOT LESS THAN:<br><br>☐ 14 DAYS ☐ 30 DAYS ☐ 60 DAYS ☐ 1 YEAR ☐ OTHER |
| EXCLUSION START DATE: _____<br><br>PURSUANT TO THE FOLLOWING TERMS IF APPLICABLE (e.g. times, routes, modes):<br><br>_____ |
| RTA is imposing this enforcement action due to your conduct on ___day of_____,<br><br>20_____, on or about _____ ☐ AM ☐ PM as follows: |
| |
| |
| |
| |
| IN VIOLATION OF SECTION _____ OF SEC2 – RTA CODE OF CONDUCT POLICY. |
| You may appeal this Notice **within ten (10) business days of issuance of this Notice.**<br>This enforcement action is in full effect for the duration the issuing officer has specified above, unless you are notified otherwise. You may request a review. Go to https://www.norta.com/ride-with-us/know-before-you-go/code-of-conduct for more information. |
| IF YOU ATTEMPT TO ENTER ANY RTA VEHICLE OR FACILITY THAT YOU ARE EXCLUDED FROM DURING THE ABOVE PERIOD, YOU MAY BE SUBJECT TO ARREST BY RTA TRANSIT POLICE AND PROSECUTION FOR CRIMINAL TRESPASSING (New Orleans City Code 1955, § 54-153). |

**APPEAL PROCEDURES FOR EXCLUSION OR SUSPENSION FROM RTA SERVICES OR PROPERTY**

Any person against whom RTA takes any enforcement action, up to and including suspension or exclusion from any portion of RTA Transit Services or Facilities may request a review of the enforcement action in accordance with these appeal procedures.

The purpose of the review is to determine whether the enforcement action is for just cause and appropriate. **The review applies to any enforcement action enacted by RTA only.**

1. **Request**
   The excluded individual must submit a written request for review, **within ten (10) business days of the issuance of the Notice of Suspension/Exclusion**, using one of the following methods:

   1. Mailing address or in-person:

      Exclusion Review Board

      c/o RTA Chief Safety, Security, and Emergency Management Officer (CSSEM)

      2817 Canal Street

      New Orleans, LA 70119

   2. Email address: comments@norta.com
   3. Submit webform request: https://www.norta.com/help-and-contacts/feedback-and-customer-service

   Requests for review shall include:

   - Full name, address, phone number, and email
   - Date of suspension/exclusion
   - Suspension/Exclusion Notice number (located in the top right corner of Notice)
   - List of reasons the exclusion should be modified or repealed
   - Specifically indicate if a hearing is requested or waived

2. **Receipt of Request for a Review**

Dependent on the circumstances of the violation, the CSSEM may lift the effects of the enforcement action until the review process is concluded and a final order has been issued. Failure to appeal shall be deemed an affirmative waiver of this right.

3. **Conduct Exclusion Review Based on Enforcement Period**

   a. **Exclusion Review (Enforcement Period of 30 Days or Less) - CSSEM**

All exclusions of thirty (30) days or less will be reviewed by the CSSEM or designee within ten (10) business days of receipt of the request for review.

If a hearing is requested by the individual, the hearing will be conducted by the CSSEM, or designee, by telephone or virtual meeting only. No in-person meetings for this level of enforcement period.

**The Hearing requires advance notice transmitted to all parties at least 72 hours prior to the Hearing.**

If a hearing is not requested by the individual, the individual may submit any other documentation that they believe may support a modification or repeal of the exclusion.

No later than ten (10) business days following the conclusion of the Exclusion Review (with or without hearing), the CSSEM or designee issues a final order, setting forth all findings and a decision on the enforcement action. The CSSEM retains all investigation and hearing files for any subsequent reviews or audits.

**b. Exclusion Review (Enforcement Period of 31 Days or Greater) – Board (For Hearings); CSSEM (For Document Review Only)**

If the exclusion is greater than or equal to thirty-one (31) days and the excluded individual requests review with a hearing, a representative of the CSSEM will contact the individual within ten (10) business days of receipt of the review request to schedule the hearing date. The hearing can take place via virtual or in-person meeting for these enforcement actions. This review should take place within fifteen (15) business days of receipt of the request for review.

**The Hearing requires advance notice transmitted to all parties at least 72 hours prior to the Hearing.**

If a hearing is not requested by the individual, the individual may submit any other documentation that they believe may support a modification or repeal of the exclusion. **For enforcement actions at this level (greater than 31 days) for which a hearing is not requested, the CSSEM or designee performs the Exclusion Review.**

For enforcement actions at this level (greater than 31 days) for which a hearing **is** requested, a cross-departmental **Exclusion Review Board ("Board")** conducts a thorough review of the case, as follows:

The Board will consist of the following (4) four members:

- CSSEM or designee (Chair)
- Chief, External Affairs or designee
- Chief Transit Officer or designee

- RTA Transit Police Commander or designee

If any member of the Board is directly involved in the incident giving rise to the exclusion or is unable to attend the review for any reason, the CSSEM shall appoint a designee to serve on the Board in their place.

**4. Review Hearings**

A review hearing shall be an informal proceeding to facilitate a review of the exclusion and provide an opportunity for the excluded individual to be heard. The hearing shall be recorded.

The excluded individual may present evidence on his or her behalf, including witness statements, oral presentations, and other supporting documentation. The Chair shall maintain and rule upon all questions regarding the order and conduct of the hearing and review. The Chair shall ensure that the individual receives appropriate notice as well as a meaningful opportunity to be heard, make arguments on their behalf, and present evidence in support of their position.

The Board shall make a final determination on whether the exclusion is supported by the evidence. Their decision shall be determined by a majority rule. The Board may modify the original exclusion, if warranted.

The final order shall reflect the final determination, as follows:

1. *Sustained* - the exclusion stands without modification
2. *Modified* - the exclusion stands, but with the length or locations modified for specified reasons
3. *Repealed* - the exclusion is overturned. All privileges are restored and forfeited fare is reimbursed in full.

The Board may forward additional recommendations to the appropriate staff in light of the rule on the appeal, such as instituting increased checks on a particular route or temporarily reassigning an operator.

The CSSEM or designee may reduce or remove any enforcement action at any point, prior to and during the enforcement taking place, and regardless of whether an appeal was heard. This is appropriate if it becomes clear at any point that the basis for the enforcement action was in error or was unjust.

**5. Final Order by Either the CSSEM or the Board (As Appropriate)**

No later than ten (10) business days following the conclusion of the Exclusion Review (with or without hearing), the CSSEM or designee shall issue a final order, setting forth all findings and a decision on the enforcement action. The CSSEM retains all investigation and hearing files for any subsequent reviews or audits.

A final order shall be deemed issued and effective within three (3) business days after the date of mailing to all parties at the addresses provided by the parties, through regular U.S. Mail.

If the excluded individual fails to provide a mailing address, the final order will be held for pick-up at the RTA Front Desk, Main Lobby, 2817 Canal Street, New Orleans, LA 70119.

***The appellant must call 504-248-3900 to make arrangements for pick-up.***

RTA
Regional Transit Authority

# Customer Code of Conduct and Enforcement Policy

**POLICY STATEMENT** **(SEC 2)**

The New Orleans Regional Transit Authority (RTA) is committed to the safety and security of all customers using its services and of all RTA staff. For the safety of all persons, RTA establishes the following Code of Conduct and Enforcement Policy ("Code").

**PURPOSE**

RTA is committed to providing the best possible transit services for its customers and to do so requires all persons in the RTA transit system to work together toward a shared goal of keeping each other safe. RTA has developed this Code to establish rules and expectations regarding appropriate customer conduct on all RTA vehicles, describe the enforcement mechanisms that RTA may employ, and foster a safe and welcoming environment that promotes civil and respectful interaction for all who use the transit system.

**APPLICATION**

This policy applies to all RTA employees, contractors performing work for RTA, and all RTA customers. In cases of conflict between RTA policies and collective bargaining agreements the collective bargaining agreements will prevail with respect to unionized RTA employees.

RTA, through its employees, contractors, and agents, will ensure this policy is adopted and enforced in accordance with all applicable local, state, and federal laws.

ADOPTED BY:

The RTA Board of Commissioners on XX/XX/XXXX, Resolution XX-XXX.

APPROVED BY:

_____

Ronald G. Baptiste
Interim Chief Executive Officer

Effective Date: xx/xx/xxxx
Date of Last Review: xx/xx/xxxx

## 1.0 GENERAL

It is critical to establish a safe, secure, and comfortable transit environment for RTA's customers, employees and the general public. In support of this goal, the Code of Conduct and Enforcement Policy 1) codifies acceptable behaviors while using RTA public transportation services ("services"), and 2) establishes policies and procedures for addressing non-compliance with the Code.

RTA has established this Code in alignment with existing, applicable state and local laws and with existing RTA policies.

This policy helps ensure that any enforcement, when necessary, aligns with the RTA's values and is executed in a fair and equitable manner.

This policy does not preclude RTA's employees, agents, or contractors from seeking the enforcement of federal, state, or local laws to maintain an orderly and safe environment.

## 2.0 PROCEDURES

- 2.1 Front-line personnel training
  - 2.1.1 Customer-facing staff shall be trained on the rules codified in this Code of Conduct and Enforcement Policy.
  - 2.1.2 As outlined in RTA policy, operators and other front-line personnel are required to become familiar with all rules and procedures, including customer rules.
- 2.2 Posting
  - 2.2.1 The Code of Conduct and Enforcement Policy will be made available on public transit vehicles, in RTA facilities, on the LePass mobile application, and on the RTA website.
- 2.3 Incidents
  - 2.3.1 Operators and other RTA employees must follow applicable training, policies, and procedures following any incidents related to non-compliance with this Code of Conduct. Employees involved in or responding to incidents are responsible for gathering facts needed to properly report and investigate the incident.
  - 2.3.2 RTA has established procedures for enforcing this Code and provides due process rights, including review and appeal, to any individual subject to enforcement action under this Code.
- 2.4 Enforcement
  - 2.4.1 RTA shall ensure that enforcement of this Code is conducted consistently and in accordance with all applicable provisions herein, whether or not Transit Police or law enforcement assistance is involved.
  - 2.4.2 For Code violations that also constitute a felony or a misdemeanor crime, Transit Police will conduct a thorough police investigation pursuant to NOPD policies and in close coordination with RTA.

2.4.3 In response to a person violating the Code and/or committing a crime, RTA may take action up to and including:

2.4.3.1 Educational and Corrective Actions:

2.4.3.1.1 Advising the person to cease the violating behavior.

2.4.3.1.2 Issuing a written warning and documenting the occurrence.

2.4.3.2 Enforcement Actions (typically reserved for when any of the following are true—enforcement is necessary to ensure the safety of RTA customers and employees, the person is a repeat offender, or the person refuses to cease the violating behavior after being advised to do so):

2.4.3.2.1 Immediate removal from RTA vehicles or facilities by Transit Police or any law enforcement officer.

2.4.3.2.2 Issuance of a Suspension Notice imposing suspension or exclusion from the RTA system whether for a defined period or indefinitely.

2.4.3.2.3 Referral to law enforcement for arrest.

2.4.3.2.4 Issuance of a summons by Transit Police or law enforcement in lieu of physical arrest; refusal to accept a summons may result in physical arrest.

2.4.4 RTA shall not refuse to provide service to, or remove, suspend, or otherwise penalize an individual with a disability solely because the individual's disability results in appearance or involuntary behavior that may offend, annoy, or inconvenience RTA employees or other customers.

2.4.5 This Code is not intended to limit, replace, or conflict with any federal, state, or local law, regulation, or ordinance, and does not limit or prevent any law enforcement agency or entity from taking any lawful action against any person in or on any RTA vehicle, facility, or property.

2.5 Internal RTA investigations of Code of Conduct violations

2.5.1 RTA shall independently investigate Code violations and determine appropriate enforcement action in a timely manner to ensure the safety, security, and integrity of the RTA system. Such investigation may be based on the reports and findings of relevant law enforcement entities.

2.5.2 The decision to impose an enforcement action does not prevent RTA from pursuing any legal remedies against any individual who violates the Code.

2.5.3 Failure to comply with any written or verbal warning or other enforcement action may constitute trespassing under applicable law and may be reported to Transit Police or other law enforcement.

2.5.4 Persons who have been issued an enforcement action from an internal RTA investigation may appeal in accordance with the Appeal Procedures set forth in this policy.

2.6 Fare Forfeiture

2.6.1 A person who violates this Code forfeits any remaining value on fare media, including passes or stored value, during any enforcement action. No person suspended or excluded from RTA vehicles or facilities is entitled to a fare refund during the applicable penalty period. However, if an enforcement action is successfully appealed, RTA may, at its discretion, consider reimbursement of forfeited fare value.

3.0 DEFINITIONS

3.1 **Americans with Disabilities Act (ADA)** – A U.S. civil rights law (1990) that prohibits discrimination based on disability. It ensures people with disabilities have equal opportunities in various aspects of life, including employment, public services, and access to public accommodations. (Also see *ADA Guidance* page on FTA's website.[1])

3.2 **Ban – See Exclusion**

3.3 **Customer** - any individual actively using or intending to use RTA public transportation services, whether riding, entering, or exiting a public transit vehicle, or waiting at a Designated Transit Stop, or visiting any RTA (revenue or non-revenue) facility. (Also see *Passenger.*)

3.4 **Designated Fare Zone ("Fare Zone")** – A portion or entirety of a station, terminal, or other revenue facility designated by RTA in which proof of fare payment is required.

3.5 **Designated Transit Stop** – A designated, fixed location where a customer may board or alight a public transit vehicle.

3.6 **Enforcement Action** – The administrative action taken by RTA in response to a violation of the Code. For the purposes of this Policy, Enforcement Action refers to the action taken by RTA following section 2.4.3.2 above.

3.7 **Exclusion ("Ban") –** A restriction of access to the RTA system, generally for a longer period than a suspension. An exclusion may apply to the entire RTA system or a portion thereof.

3.8 **Fare –** the lawful charges established by RTA for the use of its transit services.

3.9 **Passenger** – An RTA customer who boards a public transit vehicle. (Also see *Customer.*)

3.10 **Public Transportation System ("RTA System")** – Includes all RTA property (revenue and non-revenue), Transit Stops (regardless of ownership of the property on which the stop is located), facilities, assets, vehicles (revenue and non-revenue), employees, and contractors.

3.11 **Public Transit Vehicles** – For the purposes of this policy, RTA-owned and/or operated buses, streetcars, para-transit vehicles, and ferries, used to provide transit services to the public.

[1] https://www.transit.dot.gov/regulations-and-guidance/civil-rights-ada/ada-guidance

3.12 **Reasonable Waiting Period** – Up to 60 minutes before or 30 minutes after a scheduled transit trip. Customers may be asked to demonstrate a legitimate reason for being on the property if their presence exceeds this timeframe.

3.13 **Service Animal –** Service animals may accompany customers with disabilities in accordance with ADA. Customers are responsible for their service animals. Service animals can be denied boarding if the animal is out of control, or its owner cannot control the animal or if the animal poses a direct hazard to the health and safety of RTA personnel or customers.

3.14 **Suspension** – A temporary loss of privileges to utilize any portion of the RTA system, for a defined period. It can apply to the entire RTA system or a portion thereof.

3.15 **Warning** – A formal notification issued by RTA in response to a violation of the Code. It serves as notice that continued or repeated violations may result in suspension or exclusion from the RTA system consistent with the Enforcement provisions of this policy.

## 4.0 CUSTOMER CODE OF CONDUCT

4.1 Violation of this Code, or of any applicable federal, state, or local law, regulation, or ordinance, may result in suspension or exclusion from RTA vehicles, facilities, and services, and/or referral to law enforcement for further action.

4.2 RTA revenue facilities, including terminals, are open exclusively during posted hours of operation.

4.3 The following are prohibited **in or on any RTA vehicle, facility, or property**:

- 4.3.1 Abusive, harassing, intimidating, or threatening behavior toward an RTA employee or another customer.
- 4.3.2 Expectoration (spitting) in or upon any part of any RTA employee, customer, vehicle, or property.
- 4.3.3 Failure to pay established fare consistent with the RTA Fare Policy, other applicable policies, and posted signage, placards, and notices.
  - 4.3.3.1 Passengers must provide evidence of fare payment or eligibility for a free fare upon request from an operator or authorized fare validation personnel:
    - While on board any RTA public transit vehicle
    - While in designated fare zones
    - Upon exiting an RTA public transit vehicle at the request of fare validation personnel
- 4.3.4 Vending, selling, or attempting to sell any item.
- 4.3.5 Smoking or carrying a lighted or smoldering pipe, cigar, or cigarette (inclusive of e-cigarettes/vaporizers).
- 4.3.6 Littering.
- 4.3.7 Intentionally damaging or destroying any RTA vehicle, equipment, facility, or property, or the personal property of any other passenger, without the consent of the owner.

4.3.8 Possession of markers, spray paint, etching instruments, or similar devices under circumstances indicating intent to damage, deface, or destroy RTA vehicles, equipment, facilities, or property.

4.3.9 Playing audio from any device or instrument at a volume audible to other passengers, except when the device is connected to headphones worn by the user.

4.3.10 Possession, distribution, or consumption of illicit drugs.

4.3.11 Loitering, except when waiting a reasonable period of time in a facility or on a property for a scheduled transit trip as defined in this policy.

4.3.12 Riding or operating bicycles, scooters, skateboards, hoverboards, tricycles, or any other non-motorized or motorized personal vehicle or device (excluding personal assistive mobility devices) on RTA vehicles, platforms, stations, facilities, and passenger walkways.

4.3.13 Solicitation.

4.3.14 Tampering or interfering with any security devices such as cameras or locks.

4.3.15 Negligent handling or illegal possession or carrying of a firearm or dangerous weapon.

4.3.16 Boarding or entering with a pet that is not a service animal, unless securely enclosed in a kennel or carrier.

4.3.17 Posting or distributing literature without the permission of RTA.

4.3.18 Parking in unauthorized areas or in violation of any sign, placard, or pavement marking.

4.4 In addition to the general prohibitions listed in 4.3, the following are prohibited on any **RTA public transit vehicle**:

4.4.1 Eating or consuming food or open beverages onboard RTA vehicles. Sealed, lidded, or capped beverages are permitted. Exceptions may be made for passengers with documented medical needs.

4.4.2 Engaging in conduct that is seriously disruptive to other passengers or employees, or that poses a direct threat to the health or safety of any person on or near RTA vehicles or facilities.

4.4.3 Interfering with the safe operation of any RTA public transit vehicle by not complying with the instructions of the RTA operator, employee, or agent regarding the vehicle's operation and matters of safety.

4.4.4 Standing in front of the yellow line on the floor of a bus or streetcar when the vehicle is in motion.

4.4.5 Blocking or obstructing the movement of passengers or emergency egress with personal belongings, equipment, or devices, including but not limited to large suitcases or bags, strollers, wagons, or shopping carts.

4.4.5.1 A maximum of two (2) large suitcases or bags are allowed when stored in a manner that does not block any aisles or doorways.

4.4.5.2 Children must be removed from strollers, which must then be folded securely and stored in a manner that does not block aisles or doorways.

4.4.6 Carrying flammable liquids, fireworks, car batteries with acid, lithium-ion batteries, or any other hazardous materials.

4.4.6.1 Small batteries installed on motorized wheelchairs and mobility devices are permitted.

4.4.7 Non-destination riding or other misuse of an RTA-issued fare media.

4.4.7.1 A person who remains onboard a transit vehicle for more than one full route cycle ("trip") and who fails to indicate to the operator or other RTA employee their intended destination, may be riding without a destination. This is also considered misuse of the fare.

4.4.8 Bringing onboard animals that are not securely enclosed in a kennel or carrier. This section does not apply to service animals (also see 4.5).

4.4.8.1 Small animals may be carried onboard a public transit vehicle provided they are securely enclosed in a kennel or carrier that can reasonably be carried onboard and placed without danger or hindrance to other customers. The container must not occupy another seat on the public transit vehicle.

4.5 Service Animals

4.5.1 Service animals may accompany customers with disabilities in accordance with ADA.

4.5.2 Owners are responsible for cleaning up after their animals.

4.5.3 Service animals may be denied boarding if the handler cannot maintain control of the animal or if the animal poses a direct threat to the health or safety of other customers or employees.

4.5.3.1 Consistent with ADA requirements, an RTA operator or employee may only ask: 1) whether the animal is a service animal required because of a disability; and 2) what work or task the animal has been trained to perform.

4.5.4 Comfort or emotional support animals are not considered service animals under the ADA and as such, are not allowed, unless enclosed in a carrier.

4.6 Posted Rules

4.6.1 By entering any RTA vehicle, facility, or property, customers agree to comply with all posted rules, regulations, and notices for the duration of their use of the RTA system. Failure to comply with posted rules, regulations, and notices may result in enforcement action under this Code.

4.6.2 Rules and regulations consistent with this Code are also available on RTA's website at www.norta.com.

5.0 COMMON COURTESY REMINDERS

5.1 To ensure a pleasant and safe experience for everyone, RTA encourages customers to show consideration toward others while using the RTA system.

- 5.1.1 Remain seated while the public transit vehicle is in motion when possible. If standing, hold on to the stanchion or handles.
- 5.1.2 Allow onboard passengers to exit before boarding and, if possible, exit using the rear door.
- 5.1.3 Kindly offer your seat to older people, people with disabilities or mobility challenges, and people carrying young children.
- 5.1.4 Use headphones when listening to music or watching video content, and limit the use of speakerphone while on calls.
- 5.1.5 Please do not litter. Take your trash and personal belongings with you as you exit the public transit vehicle.
- 5.1.6 Keep personal belongings in your lap or at your feet. Refrain from placing feet or large items on seats and always keep aisles and doorways clear.
- 5.1.7 Be respectful and attentive of others. Kindly make room for customers who have reached their destination and are safely trying to exit the vehicle.
- 5.1.8 Help keep the RTA system safe by immediately notifying the operator or another employee of misconduct or if you notice something suspicious. If you see something, say something.

## 6.0 REPORTING SAFETY AND SECURITY CONCERNS

6.1 Customers may contact Transit Police by calling Rideline at 504-248-3900. Be prepared to give the agent your address or, if on a public transit vehicle, the vehicle number and the route or line number. **Always dial 9-1-1 in the event of an emergency**.

6.2 Customers may report non-emergency Code of Conduct violations or concerns to any RTA employee or by calling Rideline at 504-248-3900.

## 7.0 REFERENCE

New Orleans Code of Ordinances

RTA Fare Policy

## 8.0 ATTACHMENTS

Notice of Suspension/Exclusion

Appeal Procedure

# NOTICE OF SUSPENSION/EXCLUSION

CUSTOMER NAME:_____ EXCLUSION NO. ___

DATE: _____

To be completed by RTA:

| |
|---|
| Incident occurred aboard: (Check One)<br><br>☐ Bus ☐ Streetcar ☐ Paratransit ☐ Ferry<br><br>RTA Vehicle Number:<br><br>☐ Property or Facility owned, operated or maintained by RTA<br><br>RTA Incident Number: |
| YOU ARE SUSPENDED / EXCLUDED FROM ONE OR MORE OF THE ABOVE PRIVILEGES FOR A PERIOD OF NOT LESS THAN:<br><br>☐ 14 DAYS ☐ 30 DAYS ☐ 60 DAYS ☐ 1 YEAR ☐ OTHER |
| EXCLUSION START DATE: _____<br><br>PURSUANT TO THE FOLLOWING TERMS IF APPLICABLE (e.g. times, routes, modes):<br><br>_____ |
| RTA is imposing this enforcement action due to your conduct on ___day of_____,<br><br>20_____, on or about _____ ☐ AM ☐ PM as follows: |
| |
| |
| |
| |
| IN VIOLATION OF SECTION _____ OF SEC2 – RTA CODE OF CONDUCT POLICY. |
| You may appeal this Notice **within ten (10) business days of issuance of this Notice.**<br>This enforcement action is in full effect for the duration the issuing officer has specified above, unless you are notified otherwise. You may request a review. Go to https://www.norta.com/ride-with-us/know-before-you-go/code-of-conduct for more information. |
| IF YOU ATTEMPT TO ENTER ANY RTA VEHICLE OR FACILITY THAT YOU ARE EXCLUDED FROM DURING THE ABOVE PERIOD, YOU MAY BE SUBJECT TO ARREST BY RTA TRANSIT POLICE AND PROSECUTION FOR CRIMINAL TRESPASSING (New Orleans City Code 1955, § 54-153). |

**APPEAL PROCEDURES FOR EXCLUSION OR SUSPENSION FROM RTA SERVICES OR PROPERTY**

Any person against whom RTA takes any enforcement action, up to and including suspension or exclusion from any portion of RTA Transit Services or Facilities may request a review of the enforcement action in accordance with these appeal procedures.

The purpose of the review is to determine whether the enforcement action is for just cause and appropriate. **The review applies to any enforcement action enacted by RTA only.**

1. **Request**
   The excluded individual must submit a written request for review, **within ten (10) business days of the issuance of the Notice of Suspension/Exclusion**, using one of the following methods:

   1. Mailing address or in-person:

      Exclusion Review Board

      c/o RTA Chief Safety, Security, and Emergency Management Officer (CSSEM)

      2817 Canal Street

      New Orleans, LA 70119

   2. Email address: comments@norta.com
   3. Submit webform request: https://www.norta.com/help-and-contacts/feedback-and-customer-service

   Requests for review shall include:

   - Full name, address, phone number, and email
   - Date of suspension/exclusion
   - Suspension/Exclusion Notice number (located in the top right corner of Notice)
   - List of reasons the exclusion should be modified or repealed
   - Specifically indicate if a hearing is requested or waived

2. **Receipt of Request for a Review**

Dependent on the circumstances of the violation, the CSSEM may lift the effects of the enforcement action until the review process is concluded and a final order has been issued. Failure to appeal shall be deemed an affirmative waiver of this right.

3. **Conduct Exclusion Review Based on Enforcement Period**

   a. **Exclusion Review (Enforcement Period of 30 Days or Less) - CSSEM**

All exclusions of thirty (30) days or less will be reviewed by the CSSEM or designee within ten (10) business days of receipt of the request for review.

If a hearing is requested by the individual, the hearing will be conducted by the CSSEM, or designee, by telephone or virtual meeting only. No in-person meetings for this level of enforcement period.

**The Hearing requires advance notice transmitted to all parties at least 72 hours prior to the Hearing.**

If a hearing is not requested by the individual, the individual may submit any other documentation that they believe may support a modification or repeal of the exclusion.

No later than ten (10) business days following the conclusion of the Exclusion Review (with or without hearing), the CSSEM or designee issues a final order, setting forth all findings and a decision on the enforcement action. The CSSEM retains all investigation and hearing files for any subsequent reviews or audits.

**b. Exclusion Review (Enforcement Period of 31 Days or Greater) – Board (For Hearings); CSSEM (For Document Review Only)**

If the exclusion is greater than or equal to thirty-one (31) days and the excluded individual requests review with a hearing, a representative of the CSSEM will contact the individual within ten (10) business days of receipt of the review request to schedule the hearing date. The hearing can take place via virtual or in-person meeting for these enforcement actions. This review should take place within fifteen (15) business days of receipt of the request for review.

**The Hearing requires advance notice transmitted to all parties at least 72 hours prior to the Hearing.**

If a hearing is not requested by the individual, the individual may submit any other documentation that they believe may support a modification or repeal of the exclusion. **For enforcement actions at this level (greater than 31 days) for which a hearing is not requested, the CSSEM or designee performs the Exclusion Review.**

For enforcement actions at this level (greater than 31 days) for which a hearing **is** requested, a cross-departmental **Exclusion Review Board ("Board")** conducts a thorough review of the case, as follows:

The Board will consist of the following (4) four members:

- CSSEM or designee (Chair)
- Chief, External Affairs or designee
- Chief Transit Officer or designee

- RTA Transit Police Commander or designee

If any member of the Board is directly involved in the incident giving rise to the exclusion or is unable to attend the review for any reason, the CSSEM shall appoint a designee to serve on the Board in their place.

**4. Review Hearings**

A review hearing shall be an informal proceeding to facilitate a review of the exclusion and provide an opportunity for the excluded individual to be heard. The hearing shall be recorded.

The excluded individual may present evidence on his or her behalf, including witness statements, oral presentations, and other supporting documentation. The Chair shall maintain and rule upon all questions regarding the order and conduct of the hearing and review. The Chair shall ensure that the individual receives appropriate notice as well as a meaningful opportunity to be heard, make arguments on their behalf, and present evidence in support of their position.

The Board shall make a final determination on whether the exclusion is supported by the evidence. Their decision shall be determined by a majority rule. The Board may modify the original exclusion, if warranted.

The final order shall reflect the final determination, as follows:

1. *Sustained* - the exclusion stands without modification
2. *Modified* - the exclusion stands, but with the length or locations modified for specified reasons
3. *Repealed* - the exclusion is overturned. All privileges are restored and forfeited fare is reimbursed in full.

The Board may forward additional recommendations to the appropriate staff in light of the rule on the appeal, such as instituting increased checks on a particular route or temporarily reassigning an operator.

The CSSEM or designee may reduce or remove any enforcement action at any point, prior to and during the enforcement taking place, and regardless of whether an appeal was heard. This is appropriate if it becomes clear at any point that the basis for the enforcement action was in error or was unjust.

**5. Final Order by Either the CSSEM or the Board (As Appropriate)**

No later than ten (10) business days following the conclusion of the Exclusion Review (with or without hearing), the CSSEM or designee shall issue a final order, setting forth all findings and a decision on the enforcement action. The CSSEM retains all investigation and hearing files for any subsequent reviews or audits.

A final order shall be deemed issued and effective within three (3) business days after the date of mailing to all parties at the addresses provided by the parties, through regular U.S. Mail.

If the excluded individual fails to provide a mailing address, the final order will be held for pick-up at the RTA Front Desk, Main Lobby, 2817 Canal Street, New Orleans, LA 70119.

***The appellant must call 504-248-3900 to make arrangements for pick-up.***

**File #:** 26-076 **Board of Commissioners**

| DESCRIPTION: Request Board authorization to award RFP 2025-040 to Jarret Walker and Associates and negotiate contract | AGENDA NO: |
|---|---|
| ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other | |

RECOMMENDATION:

Authorize Interim Chief Executive Officer to award the On-Call Planning and Scheduling services RFP to Jarret Walker and Associates LLC (JWA) and negotiate and enter into a contract for a term of three years, with the option to extend for two additional years. Work will be executed on a task-order basis with the total amount authorized under the contract not to exceed $1,095,000 over the base three years. Each Task Order will go through RTA's requisition process for authorization in accordance with RTA's Procurement Manual and Resolution 26-025 establishing temporary procurement controls.

ISSUE/BACKGROUND:

The RTA has undertaken significant improvements to providing transit services in recent years, guided by its recently updated Strategic Mobility Plan (SMP), including the implementation of a major bus network redesign ("New Links" plan); the adoption a Locally Preferred Alternative (LPA) for its first Bus Rapid Transit corridor; and the securing of over $50 million for the design and construction of major transit hubs, passenger facilities and fare collection technology modernization. The agency has also secured funding for an additional 36 buses, planned to be delivered by 2028, that would bring the fleet to 144 allowing the agency to increase peak vehicles in service from 89 today to 120. Lastly, with the implementation of new software for Paratransit service, RTA will be able to introduce new types of flexible on-demand service for the general public, called "microtransit" that will allow the agency to explore ways to improve service and stretch resources even further.

The RTA has begun building on these initiatives, focusing on developing service plans and improvements aligned with the implementation of these projects and other major service recommendations from the SMP and other planning efforts.

RTA's Planning & Scheduling Department, with its full-time staff of 5, is limited in its capacity to help meet RTA's goals of improving the effectiveness and efficiency of existing transit service and expanding services to meet current and future community needs. Additionally, there are specialized

or one-time activities that the staff does not have the time or expertise to effectively deliver.

Approval of this contract is needed now to ensure continuity of planning momentum as the RTA advances the New Orleans East service improvement planning process and prepares for BRT network adjustments. Without an on-call consultant in place, the system-wide Origin-Destination survey - an FTA-recommended Civil Rights compliance deliverable - will be delayed, as will the capacity needed to support concurrent planning efforts that cannot be absorbed by current staff alone.

JWA submitted an excellent proposal highlighting their experience working with myriad large and small transit agencies around the country to effectively engage the public, develop service plans responsive to rider needs, and perform complex surveying and analysis tasks. In addition to having national expertise, their proposal demonstrated impressive knowledge of the RTA and understanding of the local context. While the team includes several nationally known firms, there are also four New Orleans-based consultant groups that help to round out and strengthen the partnership.

DISCUSSION:

Since the implementation of the New Links bus network redesign in September 2022, the Planning and Scheduling team has been focused on stabilizing the new network, monitoring performance, and identifying areas for further adjustment and growth. In 2025, the team began to plan more significant service changes with the Algiers Service Improvement Plan (ASIP). As the RTA moves towards implementation of ASIP, the team is beginning a similar but larger-scale planning process in New Orleans East. As these large-scale planning efforts expand to the East and beyond, an experienced and knowledgeable planning Consultant is desired to augment staff capacity and provide specialized expertise on an as-needed basis.

JWA will be able to offer additional resources for finite periods of time (for example when extensive in -person rider surveying is required over a short timespan) and will be able to produce specialized analyses and deliverables that require knowledge (financial modeling techniques) or expensive tools and datasets not readily available to regular RTA staff. This on-call contract will be able to leverage specialized subscription tools that JWA has access to (such as Replica) as well as models and tools that the consultant team has developed for service and cost modeling, travel demand analyses, and rider-facing communication.

The on-call contract will enable the RTA to procure planning support for the following tasks:

- A system-wide **Origin-Destination survey**, (anticipated 2026-2027, est. ~$300,000): This is a top departmental priority, and will be the first major task order. This is a labor-intensive and technical deliverable that the FTA recommends agencies complete every 3-5 years to fulfill Civil Rights compliance (Title VI) requirements, validate transit forecasting models, and update the National Transit Database (NTD). It requires collection of detailed intercept surveys for ~10% of ridership across all routes, and statistical analysis of the results. RTA's last Origin-Destination survey was completed by consultants in 2019.

- Development of a **5-Year Service Plan** (anticipated 2027-2028, est. ~$290,000) to prioritize future service improvements in alignment with bus fleet expansion and capital investments like BRT and transit centers. Integrate innovative alternative modes, such as microtransit zones and regional commuter service if feasible.
- **Modeling and technical analysis**, (ongoing, as needed) such as ridership forecasts, cost modeling, and scenario evaluation that require tools, and staff capacity currently beyond RTA's in-house capabilities. Subscription tools and datasets such as Replica (phone-based location data), and consultant-developed technical models will be leveraged through this contract to assist with these types of tasks.
- Support for **Title VI Policy updates** (anticipated 2027), service equity analyses, customer outreach regarding service planning and schedule changes, and other essential functions. The consultant's knowledge of peer agency policy and process will be crucial.
- Provide **NTD reporting support** (anticipated 2027) such as Streetcar APC certification (which RTA staff attempted to complete but was not successful), NTD sampling, and assistance with NTD process improvements. Again, experience brought from other parts of the country will assist with these processes and ensure they are completed successfully. The consultant has access to tools to assist with the sampling process that will allow them to do it more accurately and efficiently than RTA can do in-house.
- Support staff on project-specific **on-board rider surveying** (2026, and ongoing) where a statistically valid sample is desired. This support is anticipated for area-specific service planning efforts where several hundred rider surveys are needed over a short period of time.
- Additional **scheduling and planning** support on an as-needed basis

The not-to-exceed amount of $1,095,000 over three years was based on estimates for major task orders, including the Origin-Destination Study, 5-year service plan and BRT network adjustments, and a Regional Express Plan. Estimated costs are supported by historical and peer agency costs for planning projects, such as the RTA's Strategic Mobility Plan, and on-call planning work for Kansas City and rider surveying in San Francisco.

FINANCIAL IMPACT:

*Funding*

The work completed by the On-Call consultant will be funded by a combination of grant funds and operating budget. Each task order will be individually scoped and negotiated for a specified amount, using the rates agreed upon in the contract. Each task order will designate a funding source(s). The total amount authorized under the contract will not exceed $1,095,000 over the base period.

Work will be partially funded by Grant LA-2019-012-02, originally awarded to the RTA for the 2019 Comprehensive Operational Analysis (COA) for the St. Charles Streetcar. This grant has $132,855

remaining, which can be used only for scope eligible under the original grant agreement.

Work may also be funded by other grants awarded to RTA for projects that include budget for administration, planning, scheduling, or public engagement.

Costs not covered by grants will be funded by operating budget, budget code 01-4400-02-7070-177-13-00-00000-00000 as determined through the annual budgeting process.

*Cost Controls*

Costs will be controlled via the Task Order process and will follow existing standard procurement process for on-call contracts:

1. Identify specific task scope and develop budget and funding sources
2. Engage vendor to review scope and price estimate using contracted rates
3. Once task scope and prices are finalized, submit to Procurement via automated forms (Nintex "Change Order Form") for review and approval by all departments.
4. If task order price is over $25k, submit item for Board approval per standard process. Each Board report will include current contract value of all active (previously approved) task orders, new task orders and amount remaining under the contract.
5. Submit to requisition to Finance Department - includes all approvals: Change Order Form and Board Resolution (as needed)
6. New PO generated and used as NTP for Task Order.
7. Vendor submits invoices for review and payment per usual
8. System will not allow payments to exceed approved PO amount.

NEXT STEPS:

RTA staff will negotiate and enter into a contract with the Consultant, based on the rates laid out in their proposal submission.

RTA will then develop individual Task Orders for specific work activities. The Consultant will prepare a detailed scope, schedule, and budget for RTA approval for each Task Order. Each Order will be mutually agreed upon between RTA and the Consultant and will be brought to the Board for approval if the cost exceeds the threshold for required Board approval.

ATTACHMENTS:

1. Resolution
2. Scope of Work

3. Jarret Walker Proposal
4. Procurement Summary
5. Administrative Review Form
6. Nintex Form

Prepared By: Elisabeth Stancioff
Title: Sr. Manager Planning & Scheduling

Reviewed By: Dwight D. Norton
Title: Chief Planning and Capital Officer

Reviewed By: Gizelle Banks
Title: Chief Financial Officer

Click or tap to enter a date.

Ronald G. Baptiste
Interim Chief Executive Officer

Date

Award for On-Call Planning & Scheduling Services

| DESCRIPTION: Request Board authorization to award RFP 2025-040 to Jarret Walker and Associates and negotiate contract | AGENDA NO: |
|---|---|
| ACTION REQUEST:<br>☒ Approval ☐ Review Comment ☐ Information Only ☐ Other | |

RECOMMENDATION:

Authorize Interim Chief Executive Officer to award the On-Call Planning and Scheduling services RFP to Jarret Walker and Associates LLC (JWA) and negotiate and enter into a contract for a term of three years, with the option to extend for two additional years. Work will be executed on a task-order basis with the total amount authorized under the contract not to exceed $1,095,000 over the base three years. Each Task Order will go through RTA's requisition process for authorization in accordance with RTA's Procurement Manual and Resolution 26-025 establishing temporary procurement controls.

ISSUE/BACKGROUND:

The RTA has undertaken significant improvements to providing transit services in recent years, guided by its recently updated Strategic Mobility Plan (SMP), including the implementation of a major bus network redesign ("New Links" plan); the adoption a Locally Preferred Alternative (LPA) for its first Bus Rapid Transit corridor; and the securing of over $50 million for the design and construction of major transit hubs, passenger facilities and fare collection technology modernization. The agency has also secured funding for an additional 36 buses, planned to be delivered by 2028, that would bring the fleet to 144 allowing the agency to increase peak vehicles in service from 89 today to 120. Lastly, with the implementation of new software for Paratransit service, RTA will be able to introduce new types of flexible on-demand service for the general public, called "microtransit" that will allow the agency to explore ways to improve service and stretch resources even further.

The RTA has begun building on these initiatives, focusing on developing service plans and improvements aligned with the implementation of these projects and other major service recommendations from the SMP and other planning efforts.

RTA's Planning & Scheduling Department, with its full-time staff of 5, is limited in its capacity to help meet RTA's goals of improving the effectiveness and efficiency of existing transit service and expanding services to meet current and future community needs. Additionally, there are specialized or one-time activities that the staff does not have the time or expertise to effectively deliver.

Approval of this contract is needed now to ensure continuity of planning momentum as the RTA advances the New Orleans East service improvement planning process and prepares for BRT network adjustments. Without an on-call consultant in place, the system-wide Origin-Destination

survey – an FTA-recommended Civil Rights compliance deliverable – will be delayed, as will the capacity needed to support concurrent planning efforts that cannot be absorbed by current staff alone.

JWA submitted an excellent proposal highlighting their experience working with myriad large and small transit agencies around the country to effectively engage the public, develop service plans responsive to rider needs, and perform complex surveying and analysis tasks. In addition to having national expertise, their proposal demonstrated impressive knowledge of the RTA and understanding of the local context. While the team includes several nationally known firms, there are also four New Orleans-based consultant groups that help to round out and strengthen the partnership.

DISCUSSION:

Since the implementation of the New Links bus network redesign in September 2022, the Planning and Scheduling team has been focused on stabilizing the new network, monitoring performance, and identifying areas for further adjustment and growth. In 2025, the team began to plan more significant service changes with the Algiers Service Improvement Plan (ASIP). As the RTA moves towards implementation of ASIP, the team is beginning a similar but larger-scale planning process in New Orleans East. As these large-scale planning efforts expand to the East and beyond, an experienced and knowledgeable planning Consultant is desired to augment staff capacity and provide specialized expertise on an as-needed basis.

JWA will be able to offer additional resources for finite periods of time (for example when extensive in-person rider surveying is required over a short timespan) and will be able to produce specialized analyses and deliverables that require knowledge (financial modeling techniques) or expensive tools and datasets not readily available to regular RTA staff. This on-call contract will be able to leverage specialized subscription tools that JWA has access to (such as Replica) as well as models and tools that the consultant team has developed for service and cost modeling, travel demand analyses, and rider-facing communication.

The on-call contract will enable the RTA to procure planning support for the following tasks:

- A system-wide **Origin-Destination survey**, (anticipated 2026-2027, est. ~$300,000): This is a top departmental priority, and will be the first major task order. This is a labor-intensive and technical deliverable that the FTA recommends agencies complete every 3-5 years to fulfill Civil Rights compliance (Title VI) requirements, validate transit forecasting models, and update the National Transit Database (NTD). It requires collection of detailed intercept surveys for ~10% of ridership across all routes, and statistical analysis of the results. RTA's last Origin-Destination survey was completed by consultants in 2019.
- Development of a **5-Year Service Plan** (anticipated 2027-2028, est. ~$290,000) to prioritize future service improvements in alignment with bus fleet expansion and capital investments like BRT and transit centers. Integrate innovative alternative modes, such as microtransit zones and regional commuter service if feasible.

- **Modeling and technical analysis**, (ongoing, as needed) such as ridership forecasts, cost modeling, and scenario evaluation that require tools, and staff capacity currently beyond RTA's in-house capabilities. Subscription tools and datasets such as Replica (phone-based location data), and consultant-developed technical models will be leveraged through this contract to assist with these types of tasks.
- Support for **Title VI Policy updates** (anticipated 2027), service equity analyses, customer outreach regarding service planning and schedule changes, and other essential functions. The consultant's knowledge of peer agency policy and process will be crucial.
- Provide **NTD reporting support** (anticipated 2027) such as Streetcar APC certification (which RTA staff attempted to complete but was not successful), NTD sampling, and assistance with NTD process improvements. Again, experience brought from other parts of the country will assist with these processes and ensure they are completed successfully. The consultant has access to tools to assist with the sampling process that will allow them to do it more accurately and efficiently than RTA can do in-house.
- Support staff on project-specific **on-board rider surveying** (2026, and ongoing) where a statistically valid sample is desired. This support is anticipated for area-specific service planning efforts where several hundred rider surveys are needed over a short period of time.
- Additional **scheduling and planning** support on an as-needed basis

The not-to-exceed amount of $1,095,000 over three years was based on estimates for major task orders, including the Origin-Destination Study, 5-year service plan and BRT network adjustments, and a Regional Express Plan. Estimated costs are supported by historical and peer agency costs for planning projects, such as the RTA's Strategic Mobility Plan, and on-call planning work for Kansas City and rider surveying in San Francisco.

FINANCIAL IMPACT:

*Funding*

The work completed by the On-Call consultant will be funded by a combination of grant funds and operating budget. Each task order will be individually scoped and negotiated for a specified amount, using the rates agreed upon in the contract. Each task order will designate a funding source(s). The total amount authorized under the contract will not exceed $1,095,000 over the base period.

Work will be partially funded by Grant LA-2019-012-02, originally awarded to the RTA for the 2019 Comprehensive Operational Analysis (COA) for the St. Charles Streetcar. This grant has $132,855 remaining, which can be used only for scope eligible under the original grant agreement.

Work may also be funded by other grants awarded to RTA for projects that include budget for administration, planning, scheduling, or public engagement.

Costs not covered by grants will be funded by operating budget, budget code 01-4400-02-7070-177-13-00-00000-00000 as determined through the annual budgeting process.

*Cost Controls*

Costs will be controlled via the Task Order process and will follow existing standard procurement process for on-call contracts:

1. Identify specific task scope and develop budget and funding sources
2. Engage vendor to review scope and price estimate using contracted rates
3. Once task scope and prices are finalized, submit to Procurement via automated forms (Nintex "Change Order Form") for review and approval by all departments.
4. If task order price is over $25k, submit item for Board approval per standard process. Each Board report will include current contract value of all active (previously approved) task orders, new task orders and amount remaining under the contract.
5. Submit to requisition to Finance Department - includes all approvals: Change Order Form and Board Resolution (as needed)
6. New PO generated and used as NTP for Task Order.
7. Vendor submits invoices for review and payment per usual
8. System will not allow payments to exceed approved PO amount.

NEXT STEPS:

RTA staff will negotiate and enter into a contract with the Consultant, based on the rates laid out in their proposal submission.

RTA will then develop individual Task Orders for specific work activities. The Consultant will prepare a detailed scope, schedule, and budget for RTA approval for each Task Order. Each Order will be mutually agreed upon between RTA and the Consultant and will be brought to the Board for approval if the cost exceeds the threshold for required Board approval.

ATTACHMENTS:

1. Resolution
2. Scope of Work
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Prepared By: Elisabeth Stancioff
Title: Sr. Manager Planning & Scheduling

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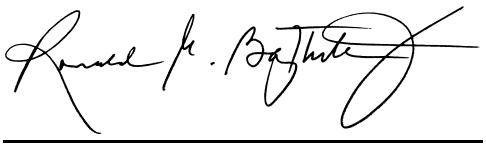

7/22/2026

Ronald G. Baptiste Date
Interim Chief Executive Officer

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

**RESOLUTION NO. _____**
**FILE ID NO. ___26-076___**

**STATE OF LOUISIANA**
**PARISH OF ORLEANS**

---

**TO AWARD A CONTRACT WITH JARRET WALKER AND ASSOCIATES FOR ON-CALL PLANNING AND SCHEDULING CONSULTING SERVICES**

---

Introduced by Commissioner _____, seconded by Commissioner _____.

**WHEREAS**, The Regional Transit Authority (RTA) desires to enter into a three-year contract with Jarret Walker and Associates for On-Call Planning and Scheduling Consulting Services, with the option to extend for two additional one-year increments, for a total contract period not to exceed five years;

**WHEREAS**, The RTA has undertaken significant improvements to transit service in recent years guided by its Strategic Mobility Plan, and the Planning and Scheduling team is now advancing large-scale service planning efforts in Algiers and New Orleans East that require additional capacity and specialized expertise;

**WHEREAS**, An on-call planning consultant is needed to augment staff capacity and provide specialized expertise for service planning, scheduling support, Title VI compliance, NTD reporting, ridership and cost modeling;

**WHEREAS**, The RTA issued Request for Proposals No. 2025-040 for On-Call Planning and Scheduling Consulting Services, and following a competitive procurement process, Jarret Walker and Associates was determined to be the most advantageous proposer based on evaluation criteria including firm experience and qualifications, knowledge and experience of key staff, project approach and resource management, partnership strength and price proposal;

**WHEREAS,** Work will be completed on a task-order basis, with the total amount authorized under the contract not to exceed ONE MILLION NINETY-FIVE THOUSAND DOLLARS ($1,095,000) over the base three-year period;

**WHEREAS,** funding will be drawn from a combination of grant funds, including Grant LA-2019-012-02 with $132,855 remaining, other applicable project grants, and operating budget (budget code 01-4400-02-7070-177-13-00-00000-00000); each Task Order will be individually scoped, negotiated, and designated with a funding source, and Task Orders exceeding the threshold for required Board approval will be brought to the Board before a work order is issued;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or her designee, is authorized to negotiate and execute a contract for On-Call Planning and Scheduling Consulting Services with Jarret Walker and Associates, for a base term of three (3) years with the option to extend for up to two (2) additional one-year increments, on a task-order basis, for a total amount not to exceed $1,095,000 over the base period.

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

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

**AND THE RESOLUTION WAS ADOPTED ON THE __th DAY OF MONTH, YEAR.**

_____
**ANN D. DUPLESSIS**
**CHAIRMAN**
**RTA BOARD OF COMMISSIONERS**

# On-Call Planning and Scheduling Consultant Services

## Scope of Work

### 1. Introduction

The New Orleans Regional Transit Authority (RTA) is soliciting Statements of Qualifications (SOQs) from qualified firms to provide On-Call Planning and Scheduling Consulting Services. The selected firm or team of firms will support the RTA's Service Planning and Scheduling team on a task order basis. Proposers will need to show they have expertise and can provide or source the specific services listed in the Scope of Services section of this Request for Qualifications (RFQ).

### 2. Background

The RTA has undertaken significant improvements to providing transit services, guided by its recently updated Strategic Mobility Plan (SMP), including the implementation of a major bus network redesign ("New Links" plan); the adoption a Locally Preferred Alternative (LPA) for its first Bus Rapid Transit corridor; and the securing of over $50 million for the design and construction of major transit hubs, passenger facilities and fare collection technology modernization (tap and other pre-paid boarding payment). The RTA seeks to build off these initiatives in the coming years, focusing on developing service plans and improvements for the next five years aligned with the implementation of these projects and other major service recommendations from the SMP and other planning efforts. The RTA continually works to improve operational efficiencies of current services, implement new services, and develop innovative mobility solutions. With the abundance of work needed to continue moving the RTA in the right direction, the agency is issuing this RFQ to bring aboard a firm or team of firms to support staff. The on-call firm will help achieve RTA's mobility, transit, and transportation goals. These efforts will inform the work performed under this RFQ.

### 3. Scope of Services

RTA seeks a consulting firm or team of firms to assist with service planning and scheduling projects. The vendor selected will support RTA's Planning and Scheduling Team to help meet RTA's goals of improving the effectiveness and efficiency of existing transit service and expanding services to meet current and future community needs. Qualified firms will provide a range of services related to transit planning, scheduling, operational improvements, and support for Capital Projects Planning. The work may include, but is not limited to:

#### Service Planning

- Support the development of the 5-year service plan.
- Plan fixed-route network adjustments to accommodate Bus Rapid Transit (BRT) implementation.
- Develop a Regional Express Plan, including assessment of need and potential demand for express services.
- Conduct analysis of existing conditions and opportunities for current and potential service areas, including demographics, geospatial analysis, ridership trends, transportation system

performance, land use patterns, and development proposals. Assess multi-modal access and transit-oriented development potential.

- Provide planning and best practices research for on-demand, micro transit and other flexible service models and innovative first-mile last mile strategies.
- Conduct Title VI analyses for fare and service changes and integrate equity considerations into all service planning projects and proposals

## Rider Engagement and Public Outreach

- Conduct a system-wide Origin-Destination survey
- Design and deploy on-board surveys for individual planning analyses
- Create graphics, maps, and materials to communicate existing and proposed services using industry best practices.
- Support public outreach initiatives for proposed and upcoming service changes, including public meetings, focus groups, and surveys.
- Develop innovative outreach and inreach programs to increase engagement with service planning concepts both with the public and RTA staff and operators.

## Scheduling

- Perform scheduling tasks using Trapeze FX and Blockbuster, including scheduling, blocking, run-cutting, and rostering.
- Provide technical training for new and existing staff on scheduling concepts, theories, and software tools.
- Assist scheduling team with data integrity checks and general maintenance of schedule and stops data

## Data Analysis and Reporting

- Perform technical analysis of transit service, assessing performance, service areas, speed, reliability, and other critical factors.
- Troubleshoot existing and future data sources, ensuring data integrity and reconciliation between disparate systems, especially for ridership, schedule reliability and service delivery data.
- Develop performance metrics for service monitoring and assist with the application of RTA's Fixed-Route Service Standards. Recommend policy updates based on local conditions and industry best practices.
- Support certification of Automatic Passenger Counters (APCs) on streetcars for National Transit Database (NTD) reporting.
- Assist in process improvement for NTD reporting methods
- Develop and troubleshoot new ways to report data using RTA's current available tools like Excel and PowerBI, both internally and externally. Assist in producing reports to audiences such as elected officials, appointed board members, and the general public.
- Assist with the NTD annual and triennial audits

### Cost and Ridership Modeling

- Perform economic and financial analysis for proposed service and fare changes.
- Develop cost model for service delivery

### Capital Projects and Strategic Planning Support

- Assist with annual updates to RTA's Strategic Mobility Plan.
- Provide technical support for the development of capital grant applications.
- Perform corridor-specific run-time and ridership analyses to support corridor and transit priority planning
- Conduct preliminary investigations, feasibility studies, conceptual design work, and benefit-cost analyses.
- Support stops rebalancing initiative to reduce redundancy and improve efficiency and speed of service while considering customer convenience and the built environment

### Technology and Innovation

- Provide research and best practices for implementing new software and technology to enhance scheduling, planning, data analysis, and efficient service delivery.
- Support the planning and implementation of new transit modes and services.
- Assist with fare technology modernization strategy and implementation.
- Support planning and scheduling for deployment of zero-emission vehicles

### Policy and Process Development

- Conduct peer research and document best practices for addressing transit industry trends and policies related to service planning and development.
- Design, improve, and document departmental processes and procedures to standardize and streamline functions and deliverables.
- Ensure compliance with Federal, State, and Local regulations, including the National Historic Preservation Act (Section 106), National Environmental Protection Act (NEPA), Americans with Disabilities Act (ADA), and DOT/FTA Title VI requirements.
- Support updates to RTA's Title VI Service Equity Analysis and Fare Policy.

## 4. Task Order Services

When services are needed, RTA will develop a Task Order (Order) for specific work activities under the Awarded Contract(s). The Contractor will prepare a detailed scope, schedule, and budget for RTA approval. Each Order must be mutually agreed upon, in writing, between RTA and the Awarded Contractor(s), and identify the scope of work, schedule, and cost for a specific activity. Orders will be placed on an as-needed basis.

Example Task Orders:

- System-wide Origin-Destination Survey
- 5-Year Service Plan

- BRT Network Adjustments
- Microtransit program design
- Regional Express Plan

## 5. Contract Term

The initial term of the Contract(s) resulting from this RFP will be for three (3) years from date of award. RTA reserves the option to extend this Contract(s) up to two (2) additional years, in one (1) year increments, for a total Contract period not to exceed five (5) years, unless special circumstances dictate otherwise. Extension for each additional term may be offered at the sole discretion of RTA and will be subject to written mutual agreement.

## 6. Award

RTA intends to award the Contract(s) resulting from this Solicitation to the responsive responsible Proposer(s) who meets all RFQ requirements and is determined the most advantageous to RTA.

While awarding a single Contract to one (1) Proposer meeting all of the requirements is preferred, RTA reserves the right to make multiple awards as necessary, to meet the operational and strategic objectives of the agency.

RTA does not represent or guarantee any minimum purchase. This Solicitation does not obligate RTA to contract for the services specified herein. RTA reserves the right to add, remove, or otherwise modify requirements to meet the operational and strategic objectives of the agency.

## 7. Selection Criteria

### Experience / Qualifications (30%)

Firm's demonstrated ability to perform the services outlined in the Scope of Work, including:

- Experience with similar on-call or task order-based consulting services.
- Successful completion of comparable transit planning and scheduling projects at similar agencies
- Past performance and client satisfaction, supported by references.

### Knowledge and Experience of Key Staff (25%)

Qualifications and expertise of the proposed personnel, including:

- Demonstrated subject matter knowledge of transit planning, scheduling, data analysis, and public engagement.
- Specific experience of key staff with relevant tools, methodologies, and regulatory requirements.
- Alignment of individual staff roles with project needs and depth of team.

### Project Approach and Resource Management (20%)

Understanding of the RTA's service context and the agency's strategic goals.

- Approach to managing task orders, timelines, and deliverables across various planning, scheduling, and engagement functions.
- Strategies for ensuring flexibility, responsiveness, and coordination with RTA staff and stakeholders.

### Partnership Strength (15%)

Structure, capacity, and added value of the proposed team:

- Clarity of team organization and roles across partner firms (if applicable).
- Unique strengths, tools, or approaches that enhance the proposed services.
- Plan to meet or exceed the Disadvantaged Business Enterprise (DBE) participation goal established for this contract.

### Price Proposal (10%)

Reasonableness and competitiveness of proposed fully loaded hourly rates.

- The direct hourly, escalation and overhead rates are reasonable and customary for the scope of work.
- The approach to assigning staff demonstrates a balance between cost efficiency and ensuring appropriate levels of expertise.
- The proposal identifies any mechanisms, options, or practices that could reduce cost over the duration of the contract
- The pricing information clearly defines what is included in the fully loaded rate, with no exclusions that would limit transparency or affect comparability.

## 8. Contract Structure

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

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

## 9. Proposal Requirements

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

- Cover Letter
  A brief introduction to the proposing firm or team, including the primary point of contact and a summary of the team's interest and qualifications for this contract.
- Project Approach
  A detailed narrative describing the proposer's understanding of the scope of work and its intended approach to providing on-call services. This should include:
    - Methods for managing multiple task orders
    - Coordination strategies with RTA staff
    - Specific consideration of local conditions in New Orleans
- Project Team
  A description of all firms and team members included in the proposal. For each, provide:

    - Role and responsibilities
    - Summary of relevant experience and qualifications
    - Staff availability and capacity for on-call assignments
- Team Profile
  A brief company overview of each participating firm, including:
    - Transit planning and scheduling experience
    - History of providing on-call or task-based consulting
    - Examples of similar engagements with other transit agencies
- Exhibit A: Rate Sheet and Schedule
- Required NORTA Forms
  Completed and signed copies of all submission forms and certifications as indicated in the Submission Checklist.

**Rate Sheet and Schedule**

**Note: Please include a separate Rate Sheet for each firm on the project team**

| A. Position Title | B. Hourly Salary Rate | C. Hourly Benefit Rate | D. Hourly Overhead and Profit | E. Fully Loaded Hourly Rate<br>(Total proposed billable rate to RTA)<br>(B + C + D) |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

- **Direct costs shall be reimbursed by the RTA at cost.**
- **Annual escalation of Hourly Salary Rates shall not exceed 4%.**

JARRETT WALKER + ASSOCIATES

Let's think about transit

# On-Call Planning & Scheduling Services

## New Orleans Regional Transit Authority

**January 14, 2026 · RFQ #2025-040**

Photo courtesy of NORTA

**In partnership with:**

ADAPTATION STRATEGIES

HUITT ZOLLARS

WAGGONNER & BALL
A MOFFATT & NICHOL STUDIO

wba RESEARCH

THE VILLAVASO GROUP, LLC

concordia

ROCKLAND PLANNING

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JARRETT WALKER + ASSOCIATES

Let's think about transit

# 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.
- **Waggonner & 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.

JARRETT WALKER + ASSOCIATES
Let's think about transit

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

# 1 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 management, and seamless coordination with RTA staff.

*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.*

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 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.

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

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.

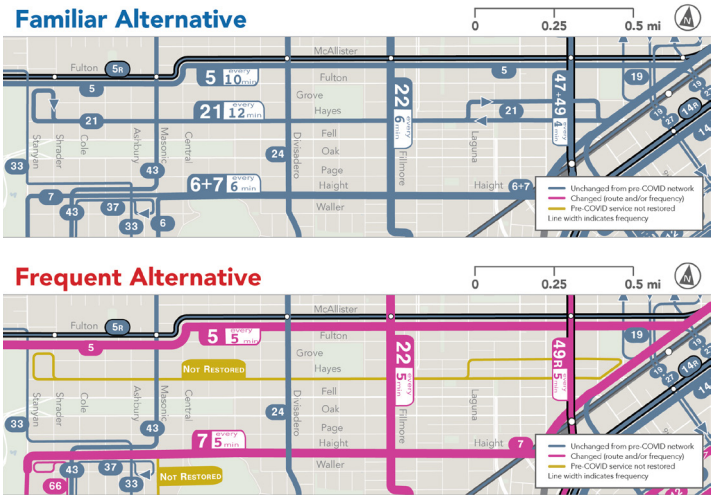
The key outcome of this process is not just a consultant's recommendation but a shared understanding of how and why the plan is what it is. A JWA-led Design Retreat results in durable ideas that staff and the consultant are able to own and explain, and which have a better chance of political and organizational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

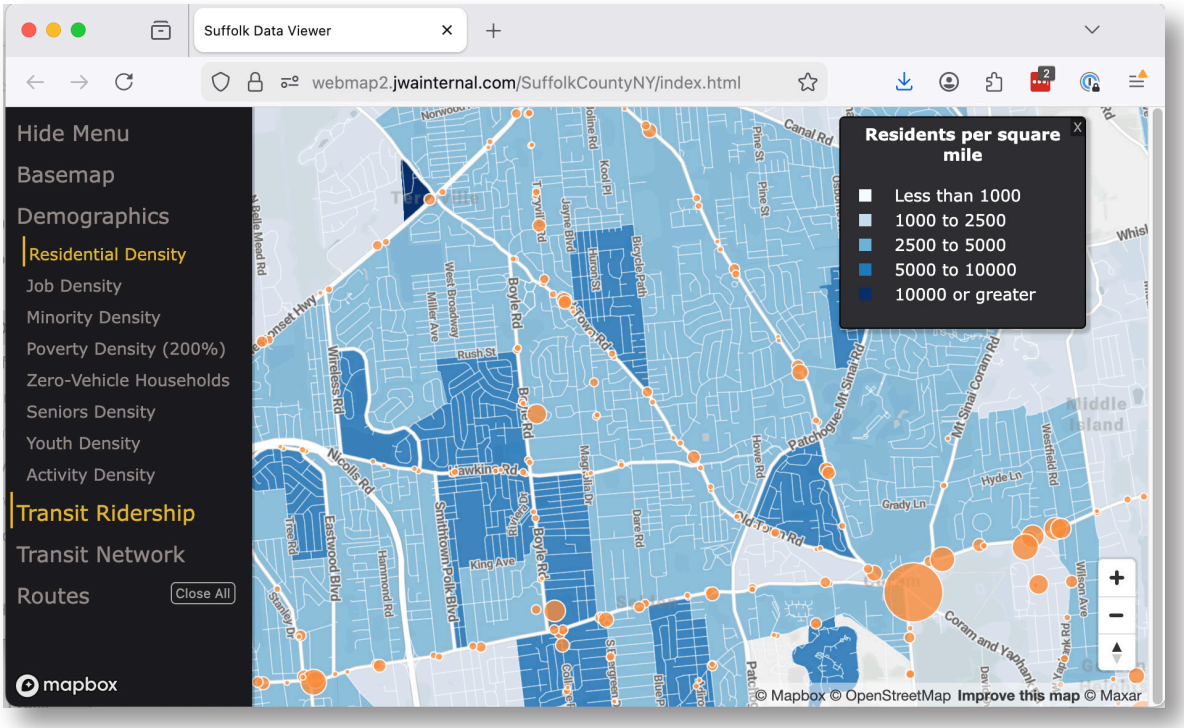
# Analysis and Visualization

## 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.

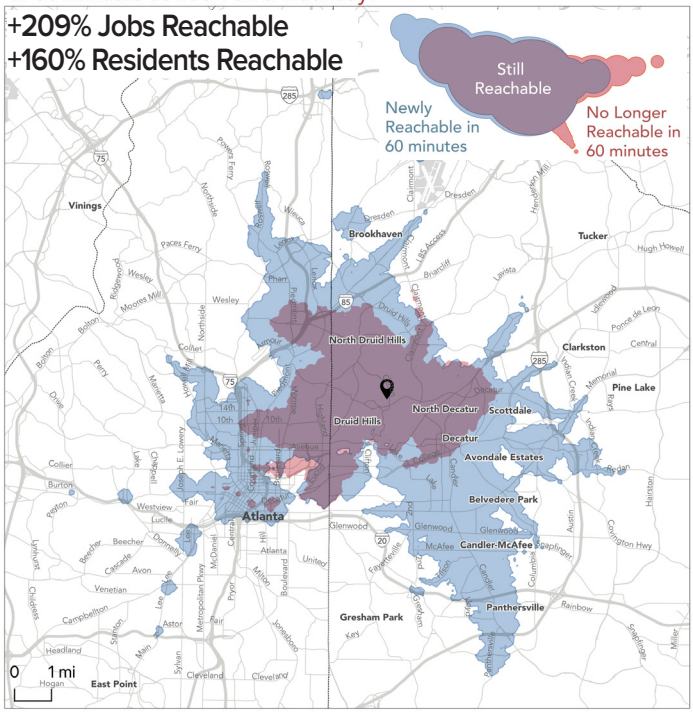
When we produce isochrones for multiple alternatives, such as the Existing Network and a Draft Future Plan, people can quickly see how different their access to the city would be.

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?




# 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.

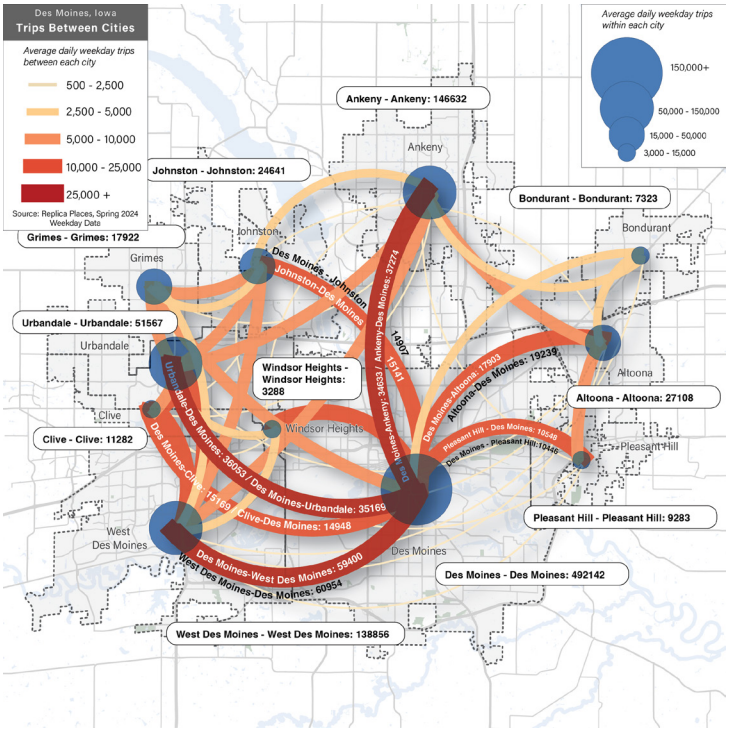
Under our recent on-call contract with Suffolk County, we have used Swiftly to:

- ☐ 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 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.

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

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
Let's think about transit

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

JARRETT WALKER + ASSOCIATES

# 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

JARRETT WALKER + ASSOCIATES

# 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

HUITT ZOLLARS

# 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

ADAPTATION STRATEGIES

# 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

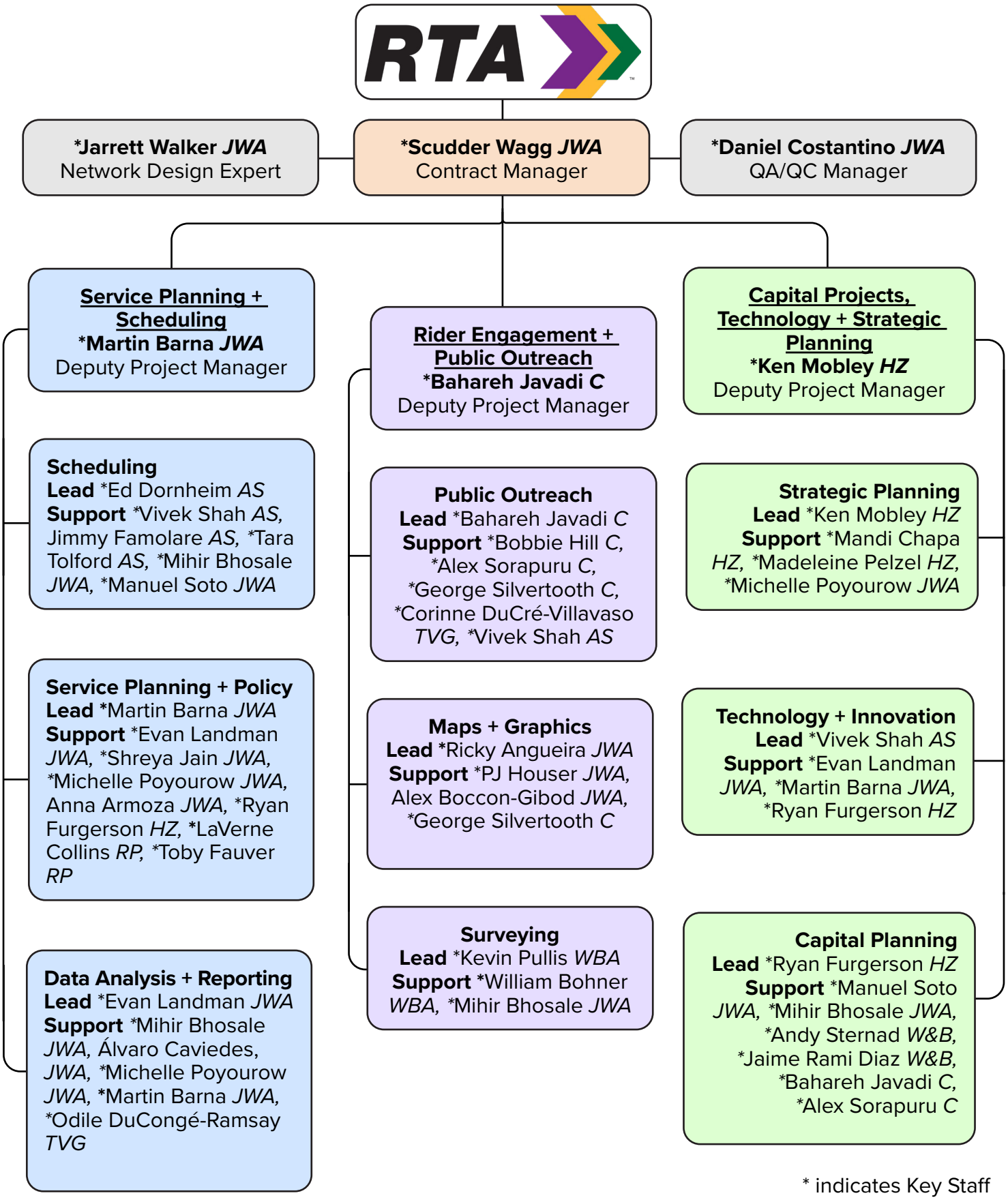
**Reference**

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

# 3 Project Team

Staff Roles + Responsibilities
Experience + Qualifications
Availability + Capacity

# Organizational Chart




* indicates Key Staff

# 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.

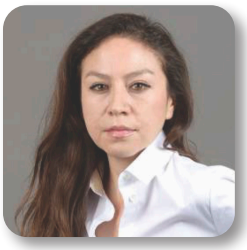
**Role and Responsibility:** Ryan will lead capital planning and support technology and innovation.

**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 contact. (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)
- Galway and Cork, Ireland (2024)
- Dallas, Texas (2021)
- Sacramento, California (2019)
- Anchorage, Alaska (2017)
- Richmond, Virginia (2018)
- Salem, Oregon (2017)
- 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)
- Waterford, Ireland (2024)
- Kingsport, Tennessee (2021)
- Boulder, Colorado (2019)
- Marion and Polk Counties, Oregon (2015-2019)
- Flagstaff, Arizona (2017)
- Wilsonville, Sandy and Canby, Oregon
- Princeton, New Jersey (2020)

## 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 intractive). 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)
- ☐ MARTA 2040 Bus Network Design, Atlanta, GA (2021–present)
- ☐ SFMTA Post-Covid Network, San Francisco, CA (2021–present)
- ☐ RideKC Network Redesign, Kansas City, MO (2019–2022)
- ☐ Memphis Transit Vision, Memphis, TN (2017–2019)
- ☐ 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 at 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

ASFPM 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

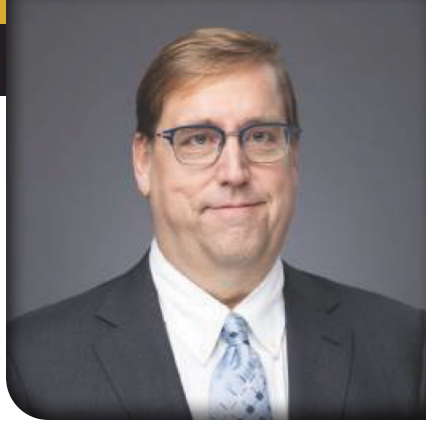
Community Engagement & Outreach

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.

### 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

## 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**

# 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.

## 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**

### 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

# 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

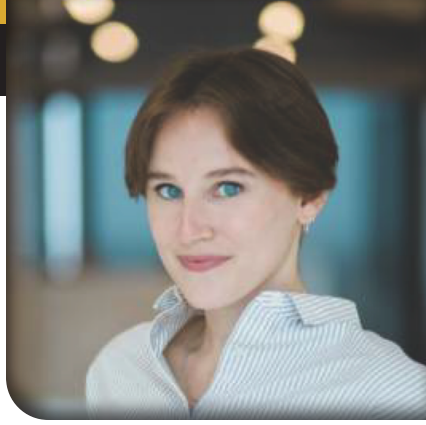
Bachelor of Science, University of Houston

## 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: Rosenburg, 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**

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# 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*

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# 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

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# 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

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# 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; Sewarage & 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).

## Education

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

Bachelors of Science in Civil Engineering, Tulane University, 1975

## Years of Experience

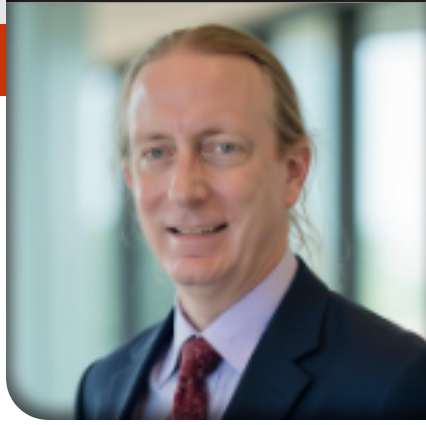
48 years

## 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.

# 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.

## 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.

### Education

Bachelor of Arts, Pennsylvania State University

### Years of Experience

At Rockland Planning: 4 years

At Rockland Consulting: 5 years

Other Firms: 42 years

# 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

Scudder Wagg

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**<br>Service Provider Questionnaire<br><br>RTA | 1. Project name, project number and date of submittal:<br><br>Regional Transit Authority On-Call Planning & Scheduling Services<br><br>RFQ #2025-040<br>01/14/2025 | 2. Official name of firm, indicate if prime or subconsultant:<br><br>Jarrett Walker & Associates, LLC (JWA)<br><br>Prime | 3. Address of office to perform work:<br><br>3100 Clarendon Boulevard, Suite 200, Arlington, VA |
| 4. Name of parent company, if any: | 5. Location of headquarters (city):<br><br>1021 SE Caruthers Street, Portland, OR 97214 | 6. Name, title, and telephone number of principal contact:<br><br>Scudder Wagg, President + Principal, (571) 281-0858 | 7. Name, title, and telephone number of project manager:<br><br>Scudder Wagg, President + Principal, (571) 281-0858 |
| 8. Specify Type of Ownership:<br>Corporation<br>Proprietorship<br>Partnership<br>**Limited Liability Corporation (LLC)**<br>Other | 9. Indicate Special Status:<br><br>**Small business**<br>Minority-owned business<br>Woman-owned business | 10. Indicate certifications held regarding special status:<br><br>**SBE certified**<br>SLDBE certified<br>LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>Yes **No**<br><br>If so, has the JV worked together before?<br>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".

| | | | | | |
|---|---|---|---|---|---|
| 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** |

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<br>221 W. Bertheaud Ave.<br>Opelousas, Louisiana 70570 | Scheduling; Public Outreach; Technology and Innovation | No |
| Concordia<br>1610 Oretha Castle Haley Blvd.<br>New Orleans, Louisiana 90113 | Public Outreach, Rider Engagement | No |
| Waggonner & Ball<br>1111 Foucher St., Suite 3A<br>New Orleans, Louisiana 70115 | Capital Projects: Feasibility and Conceptual Design<br>Policy & Process Development: NEPA, ADA, and Section 106 Compliance | Yes (JWA has worked with Moffatt & Nichol the parent firm of Waggonner & Ball) |
| Rockland Planning<br>6754 Jonestown Road<br>Harrisburg, PA 17112 | Cost Modeling and Forecasting | No |
| Widener-Burrows & Associates, Inc. (dba WBA Research)<br>4200 Parliament Pl, Suite 200<br>Landham, MD 20706 | Rider Surveying, Data Analysis and Reporting | Yes |
| The Villavaso Group, LLC (dba TVG Planning)<br>71111 Lake Barrington Dr.<br>New Orleans, Louisiana 70128 | Service Planning: data collection, land use analysis.<br>Public Outreach: Community engagement, meeting facilitation, innovative outreach. | No |
| Huitt-Zollars<br>1001 Fannin Street, Suite 4040<br>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:<br><br>Virginia Commonwealth University / Master of Urban and Regional Planning / 2008 / Transportation Planning<br><br>Queens University of Charlotte / Bachelor of Arts / 2001 / History and Political Science | d. Education:<br><br>Stanford University / Ph. D/ 1996 / Theatre Arts<br><br>Pomona College / Bachelor of Arts / 1984 / Mathematics |
| e. Active registration or applicable certifications:<br>American Institute of Certified Planners / 150441 / 2011 | e. Active registration or applicable certifications: |
| f. Experience and qualifications relevant to this project:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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:<br>Portland State University / Masters / 2009 / Urban and Regional Planning<br>McGill University / Bachelor of Arts / 2005 / Geography | d. Education:<br>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:<br><br>**Pace ReVision** / Chicagoland, Illinois / 2023 - Present / Project Manager / Managing the redesign of the Pace Suburban Bus network, including plans for two financial scenarios.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.)<br><br>**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.<br><br>**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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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%.<br><br>**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.<br><br>**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 Landma**n, 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:<br>University of British Columbia / Bachelor of Arts / 2012 / Human Geography (Urban Studies) | d. Education:<br>University of California, Los Angeles / Master of Arts / 2001 / Urban Planning<br>Universidad Católica de Chile, Santiago / Diploma / 1995 / Urban Economics<br>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:<br><br>**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.<br><br>**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 and 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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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:<br>Mineta Transportation Institute / Master of Science / 2012 / Transportation Management<br>University of Virginia / Bachelor of Science / 2006 / Urban & Environmental Planning | d. Education:<br>Massachusetts Institute of Technology / Master of Science / 2019 / Transportation<br>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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**"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.<br><br>**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 Caviedes**, 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:<br><br>Master of Urban and Regional Planning / 2020 / Portland State University<br><br>Bachelor of Science / 2017 / Portland State University / Environmental Science | d. Education:<br><br>Master of Urban and Regional Planning / 2017 / Portland State University<br>Master of Science / 2017 / Portland State University / Civil Engineering<br>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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**"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.<br><br>**Pace ReVision** / Chicagoland, Illinois / 2023 – 2024 / Analyst / Analyzed demographic, Census and travel data and created baseline maps in support of network planning.<br><br>**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.<br><br>**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.<br><br>**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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**MARTA NextGen Bus Network Redesign /** Atlanta, GA / 2020 – Present / Technical Support / Assisted with website updates and evaluating user interaction with the website.<br><br>**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).

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| 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:<br><br>Graduate Studies / 2013 / Portland State University / GIS<br><br>Bachelor of Science / 2011 / Portland State University / Environmental Studies | d. Education:<br><br>Master of Urban and Territorial Planning / 2015 / Universidad Politécnica de Madrid<br>Master of Science / 2014 / University of Connecticut / Transportation and Urban Engineering<br>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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**"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:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**"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.<br><br>**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.<br><br>**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<br>Chief of Staff<br>GRTC Transit System<br>(804) 474-9798<br>Adrienne.Torres@ridegrtc.com | JWA has been providing service planning to GRTC since 2015 under multiple single-project and on-call contracts.<br><br>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%.<br><br>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.<br><br>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.<br><br>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. |

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| 2. Louisville TARC On-Call – Louisville, Kentucky | Ozzy Gibson,<br>Executive Director<br>ogibson@ridetarc.org<br>(502) 744-1715<br><br>Aida Copic, AICP<br>Director of Planning<br>acopic@ridetarc.org<br>(502) 213-3490 | JWA has been working for TARC under four contracts since 2019, most recently an on-call contract.<br><br>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<br>Director of Downtown and Transit-Oriented Development,<br>Suffolk County Department of Economic Development & Planning<br>(631) 853-6032<br>Jonathan.Keyes@suffolkcountyny.gov | JWA has been providing services to Suffolk County Transit since 2020 under three contracts, the most recent an on-call.<br><br>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.<br><br>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<br>Chief Executive<br>National Transport Authority of Ireland<br>+353 1-879-8353<br>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.<br><br>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<br>Director of Technical Services & Service Planning<br>MARTA<br>RVanSickle@itsmarta.com<br>(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 |

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| 6. VTA On-Calls – San Jose, California | Jay Tyree<br>Deputy Director, Transit Service & Capital Planning<br>Santa Clara Valley Transportation Authority<br>Jay.Tyree@vta.org<br>(408) 321-5893 | JWA began working for VTA in 2015 when we were hired to redesign the countywide bus network.<br><br>Under a separate contract, JWA was then hired to support VTA's planning for High Capacity Corridors, evaluating 24 potential BRT corridors.<br><br>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 |

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| 7. Translink On-Call – Vancouver, British Columbia, Canada | Matt Berggren, Manager, Transit Network Development<br>604-218-4861<br>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<br>Interim Vice President of Planning, Dallas Area Rapid Transit, RSmith@dart.org<br>(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<br><br>Five Year Plan: 2021-present | $509,471 | $382,946 |
| 9. Pace ReVision – Chicagoland, Illinois | Erik Llewellyn, Chief Planning Officer<br>Erik.Llewellyn@pacebus.com<br>(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<br>Planning & Marketing Manager<br>mandi@soltransride.com<br>(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 |

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| 11. PSTA Community Bus Plan Update – Pinellas County, Florida | Jacob Labutka, Planning Manager, Pinellas Suncoast Transit Authority<br>jlabutka@psta.com<br>(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.<br><br>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<br>Project Manager<br>Steve.Boland@sfmta.com<br>(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 |

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| 13. Tri-Met Limited Stop/Express Study | Ryan Farncomb<br>Senior Planner<br>Parametrix<br>(360) 626 - 3879<br>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<br>Senior Transportation Director<br>Imperial County Transportation Commission<br>(760) 592-4494<br>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.<br><br>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 |

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| 15. Montreal Side-by-Side Trip Planner | Aurélie Bédard<br>Chief of Projects, Digital Customer Information<br>Société de transport de Montréal (STM)<br>Aurelie.Bedard.2@stm.info<br>+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 |

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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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 |
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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 8 day of December, A.D. 2025

NOTARY PUBLIC

Brian Molina
Commonwealth of Virginia
Notary Public
Commission No. 7907182
My Commission expires 05/31/2028

**CERTIFICATION ON PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**

**The Primary Participant (Potential Contractor for a major third party contract), certifies to the best of its knowledge and belief, that it and its principles:**

1. **Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;**

2. **Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;**

3. **Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and**

4. **Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.**

**(If the primary participant is unable to certify to any of the statements I this certification, the participants shall attach an explanation to this certification.)**

**THE PRIMARY PARTICIPANT, (POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT, CERTIFIES OR AFFIRMS THAT TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTION 3801 ET SEQ ARE APPLICABLE HERETO.**

**COMPANY** Jarrett Walker & Associates, LLC

**ADDRESS** 1021 SE Caruthers Street, Portland, Oregon 97214

**DATE** 1/9/26

Scudder Wayz

**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 influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 8th day 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

Brian Molina
Commonwealth of Virginia
Notary Public
Commission No. 7907182
My Commission expires 05/31/2028

# 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 Scudder Wagg

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 subconsultant:
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.

| # | Function (e.g. civil engineer) | # | Function (e.g. civil engineer) | # | Function (e.g. civil engineer) | # | |
|---|---|---|---|---|---|---|---|
| 1 | Chief Executive | | | | | | |
| 2 | Urban Planner | | | | | | |
| 1 | Transit Specialist | | | | | | |
| 1 | Environmental Scientist | | | | | | |
| 1 | Visionary Officer/Busines | | | | | | |
| | | | | | | 4 | **Total Personnel Domiciled in LA** |
| | | | | | | 6 | **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:<br>Tara Tolford, Senior Planner, AICP | a. Name and title:<br>Ed Dornheim, Senior Transit Scheduler |
| b. Position or assignment for this project:<br>Urban Planner, Complete Streets/Pedestrian and Bicycle Design Exper | b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>University of New Orleans, Masters, 2011, Transportation and Land Use Planning<br><br>Tulane University, BA, 2007 | d. Education:<br>College or University/ Degree / Year / Specialization<br>Philadelphia University, BS, Business Management<br><br>Canadian Urban Transportation Association, Professional Certificate, 2016, Transit Scheduling |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>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:<br>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:<br>Vivek Shah AICP CFM, Senior Planner/Project Manager | a. Name and title: |
| b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>University of New Orleans, Masters, 2012, Transportation, Environmental, Land Use Planning<br><br>University of Rochester, Bachelors of Arts, 2007, Anthropology, Religious Studies, Chemical Engineering | d. Education:<br>College or University/ Degree / Year / Specialization |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>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<br><br>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<br><br>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 | 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<br>(Project No. 2023-FL-04)<br>New Orleans, LA<br>New Orleans Regional Transit Authority<br>(under contract negotiations) | Subject-matter expert support for multi-modal design and transit service analysis/modeling | Subconsultant | 0 | 4 8 | 48 |
| | | | | | |
| | | | | | |
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| | | | | | |
| | | | | | |
| | | | | | |

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: _____ Date: December 29, 2025

Typed Name: Grasshopper Mendoza 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

NOTARY PUBLIC STATE OF TEXAS

Mohiuddin Ahmed

ID NUMBER
135049971
COMMISSION EXPIRES
August 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.**

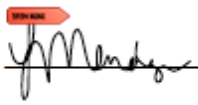
**2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**

**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.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this **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

Mohiuddin Ahmed
ID NUMBER
135049971
COMMISSION EXPIRES
August 20, 2028

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**<br>Contractor/Consultant Questionnaire<br>CQ-2012<br> | 1. Project name, project number and date of submittal:<br>On-Call Planning & Scheduling Services<br>RFQ #2025-040<br>January 14, 2026 | 2. Official name of firm, indicate if prime or subconsultant:<br>Huitt-Zollars, Inc.<br>Subconsultant | 3. Address of office to perform work:<br>1001 Fannin Street, Suite 4040<br>Houston,TX 77002<br><br>2051 Jamieson Avenue, Suite 502,<br>Alexandria, VA 22314 |
| 4. Name of parent company, if any:<br>N/A | 5. Location of headquarters (city):<br>Dallas, Texas | 6. Name, title, and telephone number of principal contact:<br>Richard Robyak, PE<br>Senior Vice President<br>(717) 756-7705 (M) | 7. Name, title, and telephone number of project manager:<br>Kenneth Mobley<br>Vice President<br>(571) 559-4050 |
| 8. Specify Type of Business Entity:<br>(●) Corporation<br>( ) Proprietorship<br>( ) Partnership<br>( ) Limited Liability Corporation (LLC)<br>( ) Other _____ | 9. Indicate Special Status:<br>[ ] Small business<br>[ ] Minority-owned business<br>[ ] Woman-owned business | 10. Indicate certifications held regarding special status:<br>[ ] SBE certified<br>[ ] SLDBE certified<br>[ ] LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>( ) Yes (●) No<br><br>If so, has the JV worked together before?<br>( ) Yes ( ) No<br><br>Indicate the legal name of the JV: |

12. List full-time personnel by primary function. Count each only once.

| # | Function (e.g. civil engineer) | # | Function (e.g. civil engineer) | # | Function (e.g. civil engineer) | | |
|---|---|---|---|---|---|---|---|
| 90 | Administration | 4 | Interior Design | 27 | Transporation | | |
| 106 | Architecture | 10 | Landscape Architecture | 13 | Water Resources | | |
| 182 | Civil Engineer | 15 | Mechanical Engineer | 1 | Fire Protection Engineer | | |
| 21 | Construction Management | 9 | Planning | | | | |
| 14 | Electrical Engineer | 3 | Plumbing Engineer | | | | |
| 5 | Environmental Engineer | 21 | Structural Engineer | | | 0 | **Total Personnel Domiciled in LA** |
| 2 | Hydrology | 51 | Surveying | | | 574 | **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:<br>Armandina Chapa, Associate Vice President | a. Name and title:<br>Kenneth Mobley, Vice President |
| b. Position or assignment for this project:<br>Planner | b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>University of Houston / Bachelor of Architecture / 2004<br>University of Houston / Bachelor of Science / 2004 / Environmental Design | d. Education:<br>College or University/ Degree / Year / Specialization<br>Carnegie Mellon University / Bachelor of Science / 1990 / Public Policy and Management<br>Davidson College / Bachelor of Science / 1988 / Political Science |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>N/A | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>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:<br>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:<br>Ryan Furgerson, AICP | a. Name and title:<br>David Copeland, AICP |
| b. Position or assignment for this project:<br>Planner | b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>University of Pennsylvania / Master of Science / 2001 / City Planning, Transportation Concentration<br>Michigan Technological University / Bachelor of Science / 1996 / Computer Science | d. Education:<br>College or University/ Degree / Year / Specialization<br>University of Houston / Bachelor of Architecture / 2016 / Minor in Energy and Sustainability |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>American Institute of Certified Planners (AICP)<br>American Planning Association (APA)<br>Pennsylvania Planning Association (PPA) | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>American Institute of Certified Planners (AICP) / 36182 |
| f. Experience and qualifications relevant to this project:<br>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:<br>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:<br>Madeleine Pelzel | a. Name and title: |
| b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>Rice University / Bachelor of Architecture / 2020 / Architecture and Anthropology | d. Education:<br>College or University/ Degree / Year / Specialization |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>N/A | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>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 Schroeer, 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<br>Email:rjudge@septa.org<br>Phone(O):(215) 580-3781<br>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.<br>Alexis Williams<br>Email:<br>Alexis.Williams@stvinc.com<br>(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<br>Tom Sylvia<br>tsylvia@camtranbus.com<br>(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<br>Senior Planner, Community & Environmental Planning<br>Houston-Galveston Area Council<br>P: (832) 681-2679<br>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<br>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.

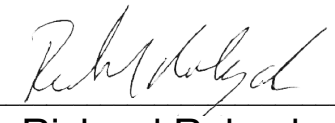
Ranked among the top design firms nationally by Architectural Record and Engineering News-Record, Huitt-Zollars has successfully partnered with major transit agencies such as Sound Transit in the Pacific Northwest, Dallas Area Rapid Transit (DART), SEPTA in Philadelphia, and transit providers in California, 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: 

Date: 01/13/2026

Typed Name: Richard Robyak, PE

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

JESSICA A. MCKONE
Notary Public, State of Texas
Comm. Expires 03-15-2027
Notary ID 131933372

**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.**

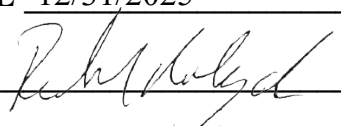
**2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**

**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 influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 13th day January, 2026.

BY Richard Robyak, PE

Witnesses: _____
(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

JESSICA A. MCKONE
Notary Public, State of Texas
Comm. Expires 03-15-2027
Notary ID 131933372

## 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

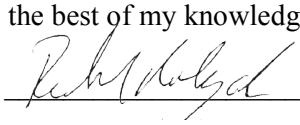
Age of the firm 50 years

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**<br>Service Provider Questionnaire<br><br>RTA | 1. Project name, project number and date of submittal:<br><br>Regional Transit Authority On-Call Planning & Scheduling Services<br><br>RFQ #2025-040<br>01/14/2025 | 2. Official name of firm, indicate if prime or subconsultant:<br><br>Concordia, LLC.<br>Subconsultant | 3. Address of office to perform work:<br><br>1610 Oretha Castle Haley Blvd. Suite C.<br>New Orleans, LA 70113 |
| 4. Name of parent company, if any:<br>N/A | 5. Location of headquarters (city):<br><br>New Orleans, LA. | 6. Name, title, and telephone number of principal contact:<br><br>Steven Bingler, Principal-in-Charge,<br>504-259-9543 | 7. Name, title, and telephone number of project manager:<br><br>Bahareh Javadi, Director,<br>504-432-9494 |
| 8. Specify Type of Ownership:<br>[Private corporation]<br>Public corporation<br>Proprietorship<br>Partnership | 9. Indicate Special Status:<br><br>[Small business]<br>Minority-owned business<br>Woman-owned business | 10. Indicate certifications held regarding special status: N/A<br><br>SBA certified<br>SLDBE certified<br>LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>Yes [No]<br><br>If so, has the JV worked together before?<br>Yes [No] |

12. List full-time personnel by primary function. Count each only once. If all personnel are not stationed in office as listed in item 3, indicate in-office personnel separately, e.g. "5/1".

| # | Function (e.g. civil engineer) | | | | | | |
|---|---|---|---|---|---|---|---|
| 1 | Office Manager/Admin. | | | | | | |
| 4 | Architects (Licensed) | | | | | | |
| 2/1 | Project Managers (2 in New Orleans, 1 in Philadelphia) | | | | | | |
| 1 | Designer | | | | | | |
| 1 | Senior Advisor | | | | | | |
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| | | | | | | | |
| | | | | | | 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:<br>Bahareh Rana Javadi, Director of Co-Design | a. Name and title:<br>George Silvertooth, Engagement Coordinator & Graphic Designer |
| b. Position or assignment for this project:<br>Project Manager / Director | b. Position or assignment for this project:<br>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:<br>Degree / Year / Specialization<br><br>Master of Architecture with Specialization in Community Engagement & Metropolitan Studies, Tulane School of Architecture, 2014 | d. Education:<br>Degree / Year / Specialization<br><br>Bachelor of Film/Digital Video, 2013, University of the Arts |
| e. Active registration or applicable certifications:<br>State / Discipline / License number / First year registered<br><br>Bahareh is actively pursuing her NCARB and AICP professional licenses. | e. Active registration or applicable certifications:<br>State / Discipline / License number / First year registered<br><br>George is currently pursuing his AICP certification. |
| f. Experience and qualifications relevant to this project:<br><br>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.<br><br>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.<br><br>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.<br><br>Bahareh's recent relevant local project experience includes:<br>- Community Engagement Leadership on the 2025 City Park Master Plan, and 2035 New Orleans Vision Planning<br>- 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:<br>(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)<br>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.<br><br>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.<br><br>George's recent relevant local project experience includes:<br>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:<br>Alex Sorapuru, Director | c. Name and title:<br>Bobbie Hill, Senior Advisor |
| b. Position or assignment for this project:<br>Engagement Strategy, Director | d. Position or assignment for this project:<br>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:<br>Degree / Year / Specialization<br><br>Bachelor of Architecture, Louisiana State University, 2016<br>Washington Alexandria Architecture Center, Architecture Studio, Virginia Tech, 2014 | d. Education:<br>Degree / Year / Specialization<br><br>Bachelor of Fine Art, Tulane University, New Orleans, Louisiana, 1974<br>The Fundraising School, Fundraising 101 and Planned Giving, IUPUI Center on Philanthropy, Indianapolis, Indiana, 1995, 1997 |
| e. Active registration or applicable certifications:<br>State / Discipline / License number / First year registered<br><br>Alex is actively pursuing his NCARB professional license. | e. Active registration or applicable certifications:<br>State / Discipline / License number / First year registered<br><br>N/A |
| f. Experience and qualifications relevant to this project:<br><br>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.<br><br>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.<br><br>Alex's recent relevant local project experience includes:<br>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:<br><br>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.<br><br>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.<br><br>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<br>New Orleans, LA<br>City Park Conservancy | Rebecca Dietz<br>504-482-4888<br>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<br>New Orleans, LA<br>French Market Corp. | Leslie Alley<br>504-975-8871<br>ltalley@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<br>New Orleans, LA<br>SWBNO & HDR | Meagan Harris<br>504-218-1234<br>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<br>Southeast LA.<br>LA Office of Community Development | Matthew Sanders<br>985-373-1705<br>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<br>New Orleans, LA<br>Friends of Lafitte Greenway | Sophie Harris Vorhoff<br>504-702-6777<br>sophie@lafittegreenway.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<br>LA. Bureau of Family Health & TrepWise | Mark Morrison<br>225-495-5757<br>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<br>500 Piety Street, New Orleans, LA.<br>David Fusiler | Architectural Services, Community Engagement | Prime | 50% | $846,000 | $423,000 |
| 1141 Margaret Place<br>Eddie Taleboo | Architectural Services | Prime | 95% | $54,000 | $2,700 |
| Morris FX Jeff Community Center<br>2529 General Meyer Ave.<br>New Orleans, LA 70114<br>City of New Orleans | Architectural Services, Community Engagement | Prime | 95% | $298,455 | $14,922.75 |
| Fairfield Properties<br>Shreveport, LA<br>Edward Taylor | Architectural Services, Community Engagement | Prime | 80% | $705,000 | $141,000 |

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

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

| | | | | | |
|---|---|---|---|---|---|
| DeSoto Schools Expansion<br>DeSoto Parish, LA<br>DeSoto Parish School District | Planning, Community Engagement | Sub Consultant | 90% | $85,000 | $8,500 |
| 1332 OC Haley Blvd.<br>New Orleans, LA<br>Community Connection Programs, Inc. – Jewel Chavis | Architectural Services | Prime | 10% | $200,000 | $180,000 |
| Western North Carolina Unified Planning<br>Swannanoa, NC<br>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 Bingler 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

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.**

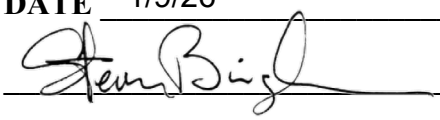
**2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**

**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 MANGER 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 influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 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.

## 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

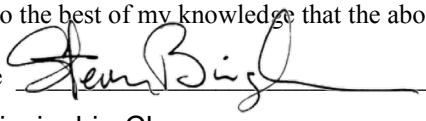
Age of the firm 42

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.

| | | | |
|---|---|---|---|
| **Regional Transit Authority**<br>Contractor/Consultant Questionnaire<br>CQ-2012<br> | 1. Project name, project number and date of submittal:<br>On-Call Planning & Scheduling Services<br>#2025-040<br>January 14, 2026 | 2. Official name of firm, indicate if prime or subconsultant:<br>Waggonner & Ball, Inc. | 3. Address of office to perform work:<br>1111 Foucher Street, 3A<br>New Orleans, LA 70115 |
| 4. Name of parent company, if any:<br>Moffatt & Nichol, Inc. | 5. Location of headquarters (city):<br>4225 E. Contant Street<br>Suite 101<br>Long Beach , CA 90808 | 6. Name, title, and telephone number of principal contact:<br>Andy Sternad<br>Principal & Vice President<br>504-822-9667 | 7. Name, title, and telephone number of project manager:<br>Rami Diaz<br>Urban Design Director<br>504-822-9678 |
| 8. Specify Type of Business Entity:<br>(X) Corporation<br>( ) Proprietorship<br>( ) Partnership<br>( ) Limited Liability Corporation (LLC)<br>( ) Other _____ | 9. Indicate Special Status:<br>[ ] Small business<br>[ ] Minority-owned business<br>[ ] Woman-owned business | 10. Indicate certifications held regarding special status:<br>[ ] SBE certified<br>[ ] SLDBE certified<br>[ ] LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>( ) Yes (X) No<br>If so, has the JV worked together before?<br>( ) Yes ( ) No<br>Indicate the legal name of the JV: |

12. List full-time personnel by primary function. Count each only once.

| # | Function (e.g. civil engineer) | # | Function (e.g. civil engineer) | # | Function (e.g. civil engineer) | # | |
|---|---|---|---|---|---|---|---|
| 13 | Architects | | | | | | |
| 4 | Landscape Architects | | | | | | |
| 11 | Professional Interns | | | | | | |
| 3 | Administration | | | | | | |
| 1 | Civil Engineers | | | | | | |
| | | | | | | 28 | **Total Personnel Domiciled in LA** |
| | | | | | | 32 | **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: **Andy Sternad, AIA, AICP**
**Principal & Vice President**

b. Position or assignment for this project:
**Planning Principal**

c. Years of professional experience with this firm: **12** With other firms: **2**

d. Education:
College or University/ Degree / Year / Specialization

**Yale University/ Masters / 2016 / Architecture**
**Washington University in St. Louis / Bachelors / 2009 / 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**

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*

a. Name and title: **Jaime Ramiro Diaz, AIA, LEED AP**
**Urban Design Director**

b. Position or assignment for this project:
**Senior Planning Advisor**

c. Years of professional experience with this firm: **21** With other firms: **4**

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 / 10192 / 2024**

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<br>*Mandeville, LA*<br><br>City of Mandeville | Landscape/Urban Design<br>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<br>*Pioneer, LA*<br><br>State of Louisiana, Office of Facility Planning and Control | Landscape/Urban Design<br>Master plan for UNESCO World Heritage site, future museum planning | Prime | 83% | 400,695 | 71,362 |
| Gallier House Reinterpretations and Conceptual Master Plan<br>*New Orleans, LA*<br><br>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<br>*New Orleans, LA*<br><br>The Administrators of the Tulane Educational Fund | Construction Administration | Sub | 50% | 30,000 | 21,255 |
| New City Park at Landfill (America Street) Site<br>*Mandeville, LA*<br><br>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<br>*Mandeville, LA*<br><br>City of Mandeville | Landscape Design & preliminary costing/set budgets | Prime | 51% | 1,181,205 | 91,0277 |
| New City Park at Carroll Street Sites Fee<br>*Mandeville, LA*<br><br>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<br>*New Orleans, LA*<br><br>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<br>*Houma, LA*<br><br>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<br>*New Orleans, LA*<br>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<br>*New Orleans, LA*<br><br>Payette Architects | Architectural Design & Renovation | Subconsultant | 90% | 4,500,000 | 4,059,000 |
| Tulane University Master Plan<br>*New Orleans, LA*<br><br>Sasaki Associates, Inc. | Landscape/Urban Design<br>Master plan | Subconsultant | 90% | 350,000 | 350,000 |
| Terrebonne Parish Community Resilience Centers<br>Houma, LA<br><br>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<br>*New Orleans, LA*<br><br>*City of New Orleans* | Landscape/Urban Park Design | Prime | 75% | 2,762,183 | 234,814 |
| Bridgeport NDR / Phase 2 FRRP Final Design<br>*Bridgeport, CT*<br><br>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<br>*Shreveport, LA*<br><br>Centenary College of Louisiana | Full Architectural Design | Prime | 75% | 2,505,121 | 749,782 |
| Audubon State Historic Site Master Plan<br>*New Orleans, LA*<br><br>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: Andy Sternad

Date: 1/14/2026

Typed Name: Andy Sternad

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

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: Andy Sternad

Title: Principal & Vice President

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

Randy J. Boudreaux

NOTARY PUBLIC

RANDY J. BOUDREAUX - #24029 NOTARY PUBLIC MY COMMISSION IS FOR LIFE ORLEANS PARISH, LA

**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

**ADDRESS** 1111 Foucher Street, 3A
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 Waggonner & 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 influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 12th day January, 2026.

BY Andy Sternad

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

NOTARY
(Title of Authorized Official)

RANDY J. BOUDREAUX - #24029 NOTARY PUBLIC MY COMMISSION IS FOR LIFE ORLEANS PARISH, LA

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**<br>Service Provider Questionnaire<br><br>RTA | 1. Project name, project number and date of submittal:<br><br>On-Call Planning & Scheduling Services<br>RFQ 2025-040<br>12/30/2025 | 2. Official name of firm, indicate if prime or subconsultant:<br><br>The Villavaso Group, LLC (Subconsultant) | 3. Address of office to perform work:<br><br>7111 Lake Barrington Dr<br>New Orleans, La 70128 |
|---|---|---|---|
| 4. Name of parent company, if any:<br><br>N/A | 5. Location of headquarters (city):<br><br>New Orleans | 6. Name, title, and telephone number of principal contact:<br><br>Corinne M. Villavaso<br>Principal<br>504-905-2892 | 7. Name, title, and telephone number of project manager:<br><br>Odile Ramsay<br>Lead Engineer and Data Analyst<br>504-451-4879 |
| 8. Specify Type of Ownership:<br><br>LLC | 9. Indicate Special Status:<br><br>✓Small business<br>✓Minority-owned business<br>✓Woman-owned business | 10. Indicate certifications held regarding special status:<br><br>✓SBA certified<br>✓ SLDBE certified<br>✓ LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>~~Yes~~ (No)<br><br>If so, has the JV worked together before?<br>Yes No |

12. List full-time personnel by primary function. Count each only once. If all personnel are not stationed in office as listed in item 3, indicate in-office personnel separately, e.g. "5/1".

| # | Function (e.g. civil engineer) | | | | | | |
|---|---|---|---|---|---|---|---|
| 1 | Engineer and Data Analysis | | | | | | |
| 1 | Principal Planner and Demographer | | | | | | |
| 1 | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | 2 | **Total Personnel Domiciled in LA** |
| | | | | | | 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:<br>Corinne Villavaso | a. Name and title:<br>Odile Ramsay |
| b. Position or assignment for this project:<br>Principal Planner and Demographer | b. Position or assignment for this project:<br>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:<br>Degree / Year / Specialization<br>2007: Bachelor of Science, Urban Studies and Regional Planning, University of New Orleans<br>2009-2010: Master of Tourism and Development Planning, California University of Pennsylvania<br>2024: Master of Professional Studies (M.P.S.) Degree in Applied Demography, Penn State World Campus | d. Education:<br>Degree / Year / Specialization<br><br>1975: Tulane University \| New Orleans, LA\| Bachelor of Science in Civil Engineering<br><br>1996: University of Phoenix\| New Orleans, LA\| Master of Arts - Organizational Management |
| e. Active registration or applicable certifications:<br>State / Discipline / License number / First year registered | e. Active registration or applicable certifications:<br>State / Discipline / License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>○ **City of New Orleans, Louisiana. Concordia LLC.** A/E Services for New Orleans Recreation Development Commission (NORDC) 2023-Present<br>○ **City of New Orleans, Louisiana.** Sasaki. Lincoln Beach Redevelopment Master Plan 2023-Present<br>○ **City of Portland, Oregon.** Concordia LLC, the City of Portland Feasibility Study for the Interstate Firehouse Cultural Center. (2022-Present)<br>○ **HOPE Credit Union Enterprise Corporation** Supplier Diversity Program. Jackson, Mississippi and New Orleans, Louisiana (2022-Present)<br>○ **City Portland, Oregon.** Police Accountability Commission (PAC) Facilitation Services. (2021-Present)<br>○ **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:<br>○ **City of New Orleans**, Louisiana. Sasaki. Lincoln Beach Redevelopment Master Plan 2023-Present<br>○ **HOPE Credit Union Enterprise Corporation** Supplier Diversity Program. Jackson, Mississippi and New Orleans, Louisiana (2022-Present)<br>○ **City of New Orleans, Louisiana.** GDS Associates, INC (GDS) City of New Orleans Demand Side Management Consultant and Energy Efficiency Potential Study. (2021-2023)<br>○ **South Central Bell/BellSouth Telecom** (Network/Capacity Analysis Planner/Manager)\| New Orleans LA (1978- 2017)<br>○ **South Central Bell/BellSouth Telecom** (Facilities Engineer) \| New Orleans LA \| (1975 – 1978) |

| | |
|---|---|
| Efficiency Potential Study. (2021-2023)<br>○ **Oregon Department of Transportation,** Infrastructure Investment and Jobs Act Public Outreach and Engagement (2021-2022)<br>○ **Oregon Department of Transportation**, I-5 Rose Quarter Improvement Project (2019 – Present)<br>○ **Washington County, Oregon.** Demographic Analysis and Equity Framework Development (November 2021-February 2022)<br>○ **Multnomah County, Oregon** Equity Framework and Title VI Program Update (July 2021 – February 2022)<br>○ **Washington County, Oregon.** Supplier Diversity Toolkit and Training. (2021-2022)<br>○ **City of New Orleans, Louisiana.** Disparity Study. (2013-2014)<br>○ **City of New Orleans, Louisiana.** CHPlanning. New Orleans International Airport (MSY) Terminal Expansion Project<br>○ **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<br>(504) 569-1818<br>bhill@concordia.com | Design and Construction Administration of renovations to the existing Pecan Grove Recreation Center<br>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<br>espears@nola.gov | The New Orleans City Council solicited for and executed a contract in 2021 for a Demand-Side Management (DSM) ConsultantConsultant 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<br>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.<br>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.<br>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.<br>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.<br>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. | | | | |

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 _____ Date 2/ 10/ 25

Notary Public Ruby Ducre-Gethers

Commission Expires "FOR LIFE"

RUBY DUCRE-GETHERS
Notary Public
State of Louisiana
Orleans Parish
Notary ID # 157314
My Commission is 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: _____

Title: Princpal

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

_____
NOTARY PUBLIC

RUBY DUCRE-GETHERS
Notary Public
State of Louisiana
Orleans Parish
Notary ID # 157314
My Commission is 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** 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 influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 21st day November, 2025.

BY _____

Witnesses: _____
(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

RUBY DUCRE-GETHERS
Notary Public
State of Louisiana
Orleans Parish
Notary ID # 157314
My Commission is for Life

# 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 SLDBE

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 Princpal 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.

| | | | |
|---|---|---|---|
| **Regional Transit Authority**<br>Contractor/Consultant Questionnaire<br>CQ-2012<br> | 1. Project name, project number and date of submittal:<br>On-Call Planning & Scheduling Services<br>RFQ #2025-040 | 2. Official name of firm, indicate if prime or subconsultant:<br>Widener-Burrows & Associates, Inc. (dba WBA Research)<br><br>Subconsultant | 3. Address of office to perform work:<br>4200 Parliament Place<br>Suite 200<br>Lanham, MD 20706 |
| 4. Name of parent company, if any:<br>N/A | 5. Location of headquarters (city):<br>Lanham, MD | 6. Name, title, and telephone number of principal contact:<br>Kevin Pullis, Vice President<br>410-721-0500 | 7. Name, title, and telephone number of project manager:<br>Kevin Pullis, Vice President<br>410-721-0500 |
| 8. Specify Type of Business Entity:<br>(●) Corporation<br>( ) Proprietorship<br>( ) Partnership<br>( ) Limited Liability Corporation (LLC)<br>( ) Other _____ | 9. Indicate Special Status:<br>[ ] Small business<br>[ ] Minority-owned business<br>[ ] Woman-owned business | 10. Indicate certifications held regarding special status:<br>[ ] SBE certified<br>[ ] SLDBE certified<br>[ ] LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>( ) Yes (●) No<br><br>If so, has the JV worked together before?<br>( ) Yes ( ) No<br><br>Indicate the legal name of the JV: |

12. List full-time personnel by primary function. Count each only once.

| # | Function (e.g. civil engineer) | | | | | | |
|---|---|---|---|---|---|---|---|
| 8 | Officials/Administrative | | | | | | |
| 12 | Professionals | | | | | | |
| 1 | Office/Clerical | | | | | | |
| 129 | Service Workers | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| | |
|---|---|
| | **Total Personnel Domiciled in LA** |
| 150 | **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:<br>Kevin Pullis, Vice President | a. Name and title:<br>William Bohner, Research Director |
| b. Position or assignment for this project:<br>Task Lead, Market Research | b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>University of Buffalo/Bachelor of Arts/1998/Social Sciences Interdisciplinary – Community Mental Health Minor: English | d. Education:<br>College or University/ Degree / Year / Specialization<br>University of Pittsburgh/Bachelor of Science/2016/Double Major, Psychology and Sociology |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>N/A | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>N/A |
| f. Experience and qualifications relevant to this project:<br>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.<br><br>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:<br>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.<br><br>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.<br><br>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.<br><br>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.<br><br>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.<br>WBA led the primary research portion of this effort. Research entailed many different efforts, including:<br>• Quantitative surveys among riders and the general public;<br>• Focus groups with high school students, a key constituency;<br>• In-depth interviews testing various public outreach tools; and<br>• 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 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

Typed Name: Kevin Pullis

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: _____

Title: Vice President

Sworn to me and subscribed in my presence this 6 day of January 2026, 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** 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 influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 6 day January, 2026.

BY K. Pullis

Witnesses: S. Dunkley
(Signature of Authorized Official)

President/CEO, WBA Research
(Title of Authorized Official)

SALLY A. FRANKLIN NOTARY PUBLIC ANNE ARUNDEL COUNTY, MD EXPIRES: 9/28/29

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**<br>Contractor/Consultant Questionnaire<br>CQ-2012<br> | 1. Project name, project number and date of submittal:<br>On-Call Planning & Scheduling Services<br>RFQ #2025-040 | 2. Official name of firm, indicate if prime or subconsultant:<br>Widener-Burrows & Associates, Inc. (dba WBA Research)<br><br>Subconsultant | 3. Address of office to perform work:<br>4200 Parliament Place<br>Suite 200<br>Lanham, MD 20706 |
| 4. Name of parent company, if any:<br>N/A | 5. Location of headquarters (city):<br>Lanham, MD | 6. Name, title, and telephone number of principal contact:<br>Kevin Pullis, Vice President<br>410-721-0500 | 7. Name, title, and telephone number of project manager:<br>Kevin Pullis, Vice President<br>410-721-0500 |
| 8. Specify Type of Business Entity:<br>(●) Corporation<br>( ) Proprietorship<br>( ) Partnership<br>( ) Limited Liability Corporation (LLC)<br>( ) Other _____ | 9. Indicate Special Status:<br>[ ] Small business<br>[ ] Minority-owned business<br>[ ] Woman-owned business | 10. Indicate certifications held regarding special status:<br>[ ] SBE certified<br>[ ] SLDBE certified<br>[ ] LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>( ) Yes (●) No<br><br>If so, has the JV worked together before?<br>( ) Yes ( ) No<br><br>Indicate the legal name of the JV: |

12. List full-time personnel by primary function. Count each only once.

| # | Function (e.g. civil engineer) | | | | | | |
|---|---|---|---|---|---|---|---|
| 8 | Officials/Administrative | | | | | | |
| 12 | Professionals | | | | | | |
| 1 | Office/Clerical | | | | | | |
| 129 | Service Workers | | | | | | |
| | | | | | | | |
| | | | | | | | |
| |

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:<br>Toby Fauver, FAICP, Senior Planner | a. Name and title:<br>LaVerne Collins Senior Planner |
| b. Position or assignment for this project:<br>Senior Planner | b. Position or assignment for this project:<br>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:<br>College or University/ Degree / Year / Specialization<br>Kansas State University/Masters of Regional and Community Planning/ 1995/GIS<br>Shippensburg University/Bachelors Geoenvironmental/1992/Biology | d. Education:<br>College or University/ Degree / Year / Specialization<br>Pennsylvania State Univerity/BA/ 1971 |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>National/ FACIP/013832/1997 | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>N/A |
| f. Experience and qualifications relevant to this project:<br>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.<br><br>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.<br><br>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:<br>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.<br><br>Ms. Collins has worked on transit plans and budget for all of the transit agencies in Pennsylvania including projections and analysis.<br><br>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 involvment | 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<br>Erie, PA<br>Erie Transit Authority | Responsible for project management, demographic and service plan analysis, financial projections and public involvment | Subconsultant on an open ended contract, managing the work order | 40 | 3 0 | 200 |
| Oakland TMA Area Transportation Plan<br>PennDOT | Responsible for project management, demographic and service plan analysis, financial projections and public involvment | Subconsultant on an open ended contract, managing the work order | 10 | 1 6 | 150 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

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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: _____ Date: 12/23/2025

Typed Name: Toby L Lauve Title: Vice President

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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 Rockland 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.**

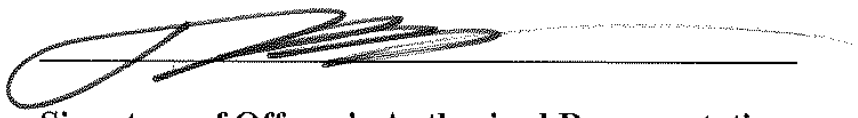
**2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**

**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** Rock land 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.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 7th day of January, 2026.

BY: _____

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.

## PROCUREMENT SUMMARY-RFQ 2025-040

### REQUIREMENTS

A Solicit Request Routing Sheet for On-Call Planning Services with attached scope of work was received by Procurement on June 30, 2025.

### SOLICITATION

The Public Notice and the RFQ 2025-040 was posted on the RTA website beginning 11/20/25. The RFQ submittal deadline was 1/14/26 at 4:00pm.

### RFP SUBMITTAL

Submittal deadline was on 1/14/26 at 4:00pm. Briana Howze handled the receipt of all submissions received. Three (3) proposals were received.

### DETERMINATION

Three (3) proposals were received and determined to be responsive and responsible.

### SUBMITTAL ANALYSIS

| Respondents | Required Forms |
|---|---|
| HDR Engineering | All Required Documents |
| Jarrett Walker | All Required Documents |
| Toole Design Group | All Required Documents |

### SUMMARY

An Administrative Review was prepared by Briana Howze.

A technical evaluation was conducted on Wednesday April 15, 2026 at 2:00 pm. The evaluation committee consisted of the following:

Elisabeth Stancioff – Technical Evaluator
Connie Smith – Technical Evaluator
Sterlin Stevens- Technical Evaluator
Eric Boudreaux– Technical Evaluator

The final scores for the technical evaluation are as follows:

| | |
|---|---|
| HDR Engineering | 302 |
| Jarrett Walker | 376 |
| Toole Design Group | 274 |

Jarrett Walker has been determined to be fair and reasonable and is recommended for award.

**Regional Transit Authority**
Administrative Review Form

Project Name: On-Call Planning Services

Type of Solicitation: RFQ 2025-040 DBE/SBE Participation Goal: 0% Number of Respondents: 3

| Prime, Primary Contact and Phone Number | DBE and Non-DBE Subconsultants | DBE Commitment Percentage | Price (RFP and ITB ONLY) |
|---|---|---|---|
| HDR Engineering | N/A | 0% | N/A |
| Jarrett Walker | N/A | 0% | N/A |
| Toole Design Group | N/A | 0% | N/A |

*Indicates certified DBE or SLDBE firm that will contribute to the project's participation goal

| Prime Firm Name | Required Items | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | LA Uniform Public Work Bid | Non-Collusion | Debarment Prime | Debarment Lower | Restrictions on Lobbying | Buy America Compliance | Participant Info | Affidavit of Fee Disposition | Addenda |
| HDR Engineering | N/A | Y | Y | Y | Y | Y | Y | Y | Y |
| Jarrett Walker | N/A | Y | Y | Y | Y | Y | Y | Y | Y |
| Toole Design Group | N/A | Y | Y | Y | Y | Y | Y | Y | Y |

**Review and verification of the above required forms, the below listed vendor is hereby found responsive to this procurement.**

Vendor Name: Jarrett Walker.

Certified by: Name and Title Briana Howze, Contract Administrator

## Procurement Personnel Only

| Prime Firm Name | Bid Bond | Insurance | Responsiveness Determination | Responsible Determination | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | Certifications /Licenses | Facilities/ Personnel | SAM.Gov | Previous Experience | Years in Business | Financial Stability | LA License No. if required |
| HDR Engineering | N/A | | | | Y | Y | | | |
| Jarrett Walker | N/A | | | | Y | Y | | | |
| Toole Design Group | N/A | | | | Y | Y | | | |

**Review and verification of the above "checked" forms, the below listed vendor is hereby found responsible for award of this procurement.**

Vendor Name: Jarrett Walker .

Certified by: Name and Title Briana Howze, Contract Administrator

# Regional Transit Authority
# Solicitation Request Routing Sheet

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

| | |
|---|---|
| Solicitation ID | **249** |
| ProjectSchedule Delivery Date | **July 31, 2028** |
| Technical Specs attached | **No** |
| Scope of Work attached | **Yes** |

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

**Name:** **STANCIOFF, ELISABETH**
**Title:** **SR. MANAGER OF PLANNING & SCHEDULING**
**Ext:** **8468**

**B. Name of Project, Service or Product:**

**On-Call Planning and Scheduling Consultant Services**

**C. Justification of Procurement:**

**This procurement is designed to support the department in advancing high-priority service planning projects over the next several years and to supplement RTA's small internal Planning and Scheduling team with augmented staff and technical resources.**

**D. Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?

**Yes**

| | |
|---|---|
| **Director Grants / Federal Compliance** | **Alisa P Maniger** |
| **Signature** | *Alisa P Maniger* |
| **Date** | **June 30 2025** |

E. **Information Technology:**

| | |
|---|---|
| **IT Dept Head** | **Sterlin J Stevens** |
| **Signature** | *Sterlin J Stevens* |
| **Date** | **7/21/2025 8:56 PM** |

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

Additional Safety Requirements Attached:

| | |
|---|---|
| **Chief** | **Michael J Smith** |
| **Signature** | *Michael J Smith* |
| **Date** | **June 30 2025** |

## G. Risk Management:

Include Standard Insurance Provisions Only?

Yes

Include Additional Insurance Requirements Attached ?

| | |
|---|---|
| **Risk Management Analyst** | Marc L Popkin |
| **Signature** | *Marc L Popkin* |
| **Date** | June 30 2025 |

## H. Funding Source:

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

Multiple Years allocation if required:

| Year | Amount | Budget Code |
|---|---|---|
| Year-1 | $320,355.00 | 01-4400-02-7070-177-13-00-00000-00000 |
| Year-2 | $370,000.00 | 01-4400-02-7070-177-13-00-00000-00000 |
| Year-3 | $404,645.00 | 01-4400-02-7070-177-13-00-00000-00000 |
| Year-4 | | |
| Year-5 | | |
| Total all years | $1,095,000.00 | |

**Independent Cost Estimate (ICE):** $1,095,000.00
**Projected Total Cost:** $1,095,000.00
**Funding Type:** Federal, Local
**Grants or Capital Project ID:** 2025-PS-02

| Federal Funding | State | Local | Other |
|---|---|---|---|
| $132,855.00 | | $962,145.00 | |
| **Projected Fed Cost** | **State** | **Local** | **Other** |
| $132,855.00 | | $962,145.00 | |

| FTA Grant IDs | Budget Codes |
|---|---|
| LA2019-012 - 02 | 01-4400-02-7070-177-13-00-00000-00000 |
| | 01-4400-02-7070-177-13-00-00000-00000 |
| | 01-4400-02-7070-177-13-00-00000-00000 |
| | |
| | |

| | |
|---|---|
| **Budget Analyst** | Erin Ghalayini |
| **Signature** | *Erin Ghalayini* |
| **Date** | June 24 2025 |

## I. DBE/SBEGoal:

| | |
|---|---|
| **% DBE** | **30.74** |
| **% Small Business** | **0** |

| | |
|---|---|
| **Director Small Business** | **Adonis C Expose** |
| **Signature** | *Adonis C Expose* |
| **Date** | **July 05 2025** |

| | |
|---|---|
| **DBE/EECompliance Manager** | **Adonis Charles Expose'** |
| **Signature** | *Adonis Charles Expose'* |
| **Date** | **July 21 2025** |

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

| | |
|---|---|
| **Department Head** | **Elisabeth stancioff** |
| **Signature** | *Elisabeth stancioff* |
| **Date** | **June 21 2025** |

| | |
|---|---|
| **Chief** | **Dwight Daniel Norton** |
| **Signature** | *Dwight Daniel Norton* |
| **Date** | **June 30 2025** |

| | |
|---|---|
| **Director of Procurement** | **Ronald Gerard Baptiste** |
| **Signature** | *Ronald Gerard Baptiste* |
| **Date** | **July 22 2025** |

## FOR PROCUREMENT USE ONLY

**Type of Procurement Request:**

**RFP - Request for Proposal**

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

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

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

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

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

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

| | |
|---|---|
| **Required if Total Cost above $15K** | |
| **Chief Financial Officer** | **GIZELLE JOHNSON BANKS** |
| **Signature** | *GIZELLE JOHNSON BANKS* |
| **Date** | **July 24 2025** |

| | |
|---|---|
| **Required if Total Cost above $50K** | |
| **Chief Executive Officer** | **Lona Edwards Hankins** |
| **Signature** | *Lona Edwards Hankins* |
| **Date** | **July 29 2025** |

2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority

## Board Report and Staff Summary

**File #:** 26-108 **Board of Commissioners**

Authorization to Purchase Equipment (Backhoe)

| DESCRIPTION: 320-P Backhoe Loader | AGENDA NO: Click or tap here to enter text. |
|---|---|
| ACTION REQUEST: Approval | |

RECOMMENDATION:

To authorize the Interim Chief Executive Officer to award a purchase order to Doggett Machinery Services for the purchase of one (1) backhoe in the amount not to exceed $152,571.14.

ISSUE/BACKGROUND:

The agency requires the purchase of a replacement backhoe to support the maintenance, repair, and construction activities necessary to sustain the agency's infrastructure. The existing equipment purchased in 2006 has reached the end of its useful life, resulting in increased maintenance costs, reduced reliability, and operational inefficiencies. The old backhoe will be sold at auction. Acquiring a replacement backhoe will ensure that maintenance personnel have dependable equipment to perform critical work safely and efficiently while minimizing service disruptions.

DISCUSSION:

The agency's utilization of the Louisiana state contract (contract number 4400033303) for procurement of the replacement backhoe provides a competitive, compliant, and cost-effective purchasing method. Purchasing through the state contract streamlines the procurement process while ensuring the equipment is obtained at negotiated pricing and in accordance with all applicable state purchasing requirements.

FINANCIAL IMPACT:

Funding is available through grant LA2024-011-12.42.06 in the amount of $10,500 and grant LA2023 -001-12.42.06 in the amount of $142,071.14 in federal funds for a total project cost of $152,571.14.

NEXT STEPS:

Upon Board approval, staff will issue a purchase order and proceed with the purchase of the replacement backhoe through Doggett Machinery Services utilizing the Louisiana State Contract.

ATTACHMENTS:

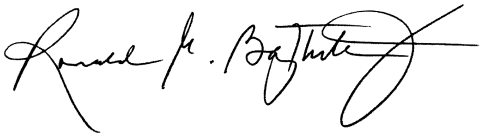
1. Resolution
2. LA State Contract (4400033303)

3. Routing approval

Prepared By: Alger Pennaman II
Title: Interim Rail Director

Reviewed By: Ryan Moser
Title: Chief Asset Management Officer

Reviewed By: Gizele Banks
Title: Chief Financial Officer



7/28/2026

Ronald G. Baptiste
Interim Chief Executive Officer

Date

**Regional Transit Authority**
2817 Canal Street
New Orleans, LA 70119-6301
504.827.8300
www.norta.com

**RESOLUTION NO.** _____

**FILE ID NO.** **26-108**

**STATE OF LOUISIANA**

**PARISH OF ORLEANS**

---

**AUTHORIZATION TO PURCHASE EQUIPMENT (REPLACEMENT BACKHOE) FROM DOGGERT MACHINERY SERVICES**

---

Introduced by Commissioner _____, seconded by Commissioner _____.

**WHEREAS,** the Interim Chief Executive Officer of the RTA has the need to award a purchase order to Doggert Machinery Services for the purchase of a replacement backhoe; and

**WHEREAS,** the existing backhoe has reached the end of its useful life, resulting in increased maintenance costs, reduced reliability, and diminished operational efficiency; and

**WHEREAS,** the replacement backhoe will improve the reliability, safety, and efficiency of maintenance operations by providing personnel with dependable equipment necessary to perform critical maintenance; and

**WHEREAS,** the procurement of the replacement backhoe through the Louisiana State Contract (Contract No. 4400033303) provides a competitive, compliant, and cost-effective purchasing method in accordance with applicable state procurement requirements; and

**Regional Transit Authority**
2817 Canal Street
New Orleans, LA 70119-6301
504.827.8300
www.norta.com

**RESOLUTION NO.** _____



**WHEREAS,** funding for this purchase is available through Grant LA2024-011-12.42.06 in the amount of $10,500 and Grant LA2023-001-12.42.06 in the amount of $142,071.14, for a total project cost of $152,571.14; and

**NOW, THEREFORE, BE IS RESOLVED,** by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or her designee, is authorized to award a purchase order to Doggert Machinery Services for the purchase of the replacement backhoe.

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

**YEAS:** _____

**NAYS:** _____

**ABSTAIN:** _____

**ABSENT:** _____

**AND THE RESOLUTION WAS ADOPTED ON THE 26th DAY OF AUGUST, 2026.**

_____

**ANN DUPLESSIS**

**CHAIRMAN**

**RTA BOARD OF COMMISSIONERS**

# STATE OF LOUISIANA
## Competitive Contract

Vendor: 310010760
Company
W L DOGGETT LLC
DOGGETT MACHINERY SERVICES
10110 DARADALE AVE STE A
BATON ROUGE LA 70816
Phone : 225-291-3750
Fax : 225-368-2241

T Number: 92700
Version: 2
LAPS Contract: No
Fiscal Year: 2026
Min.Ord.Value: 0.00
Distributor Contract: No
PCard:No
Co-op Agreement:Yes

**Buyer Information**
Name: DONALD HUNTER
Tel Number: 225-342-5484
Email: donald.hunter2@la.gov

Contract number: 4400033303
Description: John Deere BN Industrial Equip - SW

SEBD Vendor: No
SEHI Vendor: No
VSE Vendor: No
DVSE Vendor: No
Contract Valid Dates:
09/01/2025 - 08/31/2026

**Supplier Text:** This is a Statewide Contract to provide John Deere Brand Name Industrial Equipment, Attachments, Accessories, and Parts to the State of Louisiana. The contract to begin September 1, 2025 through August 31, 2026. At the option of the State of Louisiana and acceptance by the Contractor, the contract may be extended for two additional 12 month periods at the same discounts, terms and conditions. The total contract time may not exceed 36 months.

Contract Documents Include:
Attachment C - Price Sheet - Page 1

For additional information regarding this contract, please contact the State Procurement Analyst responsible for this contract.

**Notice to Vendor:**

| Line | Material No. / Supplier Part No. | Description | Prod. Cat. | UOM | Net Price | Discount |
|---|---|---|---|---|---|---|
| 1 | | John Deere BN Industrial Equipment<br><br>Please see Attachment C - Price Sheet for available items and discounts. | 22101701 | | 0.00000 | |

**Recommending Approval:** _____ **Approved by:** _____

| Line | Material No.<br>----------<br>Supplier Part No. | Description | Prod. Cat. | UOM | Net Price | Discount |
|---|---|---|---|---|---|---|
| | | | | | | |

## Standard Terms and Conditions

1. THIS IS NOT AN ORDER TO SHIP (OR BEGIN SERVICE). A CONTRACT RELEASE OR PURCHASE ORDER MUST BE ISSUED BEFORE YOU ARE AUTHORIZED TO SHIP (OR BEGIN SERVICE).

2. THIS IS NOTICE THAT THE CONTRACT REFERENCED ABOVE HAS BEEN AWARDED TO YOU BASED ON THE BID (OR PROPOSAL) SUBMITTED. ALL TERMS, CONDITIONS, AND SPECIFICATIONS OF THE SOLICITATION WILL APPLY TO ALL ORDERS.

3. ANY AGENCY AUTHORIZED TO PURCHASE FROM THIS CONTRACT MUST ISSUE AN ORDER AND REFERENCE THE CONTRACT NUMBER, LINE NUMBER AND COMMODITY ITEM NUMBER FOR EACH ITEM.

4. CHANGES IN ITEMS TO BE FURNISHED ARE NOT PERMITTED (UNLESS APPROVED BY THE ISSUING AGENCY PRIOR TO DELIVERY). PRIOR APPROVAL MUST ALSO BE OBTAINED BEFORE DISTRIBUTORS CAN BE ADDED OR DELETED.

5. IF A DISTRIBUTOR LIST WAS SUBMITTED, CONTRACTOR MUST SEND COPIES OF THIS AWARD TO EACH DISTRIBUTOR.

6. QUANTITIES LISTED ARE ESTIMATED AND NO QUANTITIES ARE GUARANTEED (UNLESS "COMMITTED VOLUME" IS SPECIFICALLY STATED). CONTRACTOR MUST SUPPLY ACTUAL REQUIREMENTS ORDERED AT THE CONTRACT PRICE AWARDED.

7. COMPLIANCE WITH CIVIL RIGHTS LAWS.

THE CONTRACTOR AGREES TO ABIDE BY THE REQUIREMENTS OF THE FOLLOWING AS APPLICABLE: TITLE IV AND TITLE VII OF THE CIVIL RIGHTS ACT OF 1964, AS AMENDED BY THE EQUAL OPPORTUNITY ACT OF 1972, FEDERAL EXECUTIVE ORDER 11246,THE FEDERAL REHABILITATION ACT OF 1973, AS AMENDED, THE VIETNAM ERA VETERAN'S READJUSTMENT ASSISTANCE ACT OF 1974, TITLE IX OF THE EDUCATION AMENDMENTS OF 1972, THE AGE ACT OF 1975, AND CONTRACTOR AGREES TO ABIDE BY THE REQUIREMENTS OF THE AMERICANS WITH DISIBILITIES ACT OF 1990. CONTRACTOR AGREES TO NOT TO DISCRIMINATE IN ITS EMPLOYMENT PRACTICES, AND WILL RENDER SERVICES UNDER THIS AGREEMENT AND ANY CONTRACT ENTERED INTO AS A RESULT OF THIS AGREEMENT, WITHOUT REGARD TO RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, VETERAN STATUS, POLITICAL AFFILIATION, OR DISABILITIES. ANY ACT OF DISCRIMINATION COMMITTED BY CONTRACTOR OR FAILURE TO COMPLY WITH THESE STATUTORY OBLIGATIONS WHEN APPLICABLE SHALL BE GROUNDS FOR TERMINATION OF THIS AGREEMENT AND ANY CONTRACT ENTERED INTO AS A RESULT OF THIS AGREEMENT.

8. IN ACCORDANCE WITH LA R.S. 39:1602.1, FOR ANY CONTRACTS WITH A VALUE OF $100,000 OR MORE AND FOR ANY VENDOR WITH 5 OR MORE EMPLOYEES, THE VENDOR CERTIFIES THAT IT IS NOT ENGAGING IN A BOYCOTT OF ISRAEL AND IT WILL, FOR THE DURATION OF ITS CONTRACTUAL OBLIGATIONS, REFRAIN FROM A BOYCOTT OF ISRAEL.

9. CONTRACT CANCELLATION

THE STATE OF LOUISIANA HAS THE RIGHT TO TERMINATE THE CONTRACT IMMEDIATELY FOR ANY OF THE FOLLOWING REASONS: (A) MISREPRESENTATION BY THE CONTRACTOR; (B) CONTRACTOR'S FRAUD, COLLUSION, CONSPIRACY OR OTHER UNLAWFUL MEANS OF OBTAINING ANY CONTRACT WITH THE STATE OF LOUISIANA; (C) CONFLICT OF CONTRACT PROVISIONS WITH CONSTITUTIONAL OR STATUTORY PROVISIONS OF STATE OR FEDERAL LAW; (D) ABUSIVE OR BELLIGERENT CONDUCT BY CONTRACTOR TOWARDS AN EMPLOYEE OR AGENT OF THE STATE; (E) CONTRACTOR'S INTENTIONAL VIOLATION OF THE PROCUREMENT CODE (LA. R.S. 39:1551 ET SEQ.) AND ITS CORRESPONDING REGULATIONS; OR, (F) ANY LISTED REASON FOR DEBARMENT UNDER LA. R.S. 39:1672.

THE STATE OF LOUISIANA MAY TERMINATE THE CONTRACT FOR CONVENIENCE AT ANY TIME (1) BY GIVING THIRTY (30) DAYS WRITTEN NOTICE TO THE CONTRACTOR OF SUCH TERMINATION: OR (2) BY NEGOTIATING WITH THE CONTRACTOR AN EFFECTIVE DATE. THE STATE SHALL PAY CONTRACTOR FOR, IF APPLICABLE: (A) DELIVERABLES IN PROGRESS; (B) THE PERCENTAGE THAT HAS BEEN COMPLETED SATISFACTORILY; AND, (C) FOR TRANSACTION-BASED SERVICES UP

TO THE DATE OF TERMINATION, TO THE EXTENT WORK HAS BEEN PERFORMED SATISFACTORILY.

THE STATE OF LOUISIANA HAS THE RIGHT TO TERMINATE THE CONTRACT FOR CAUSE BY GIVING THIRTY (30) DAYS WRITTEN NOTICE TO THE CONTRACTOR OF SUCH TERMINATION FOR ANY OF THE FOLLOWING NON-EXCLUSIVE REASONS: (A) FAILURE TO DELIVER WITHIN THE TIME SPECIFIED IN THE CONTRACT; (B) FAILURE OF THE PRODUCT OR SERVICE TO MEET SPECIFICATIONS, CONFORM TO SAMPLE QUALITY OR TO BE DELIVERED IN GOOD CONDITION; OR, (C) ANY OTHER BREACH OF CONTRACT.

# Regional Transit Authority
# State Contract Procurement Routing Sheet

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

| | |
|---|---|
| Solicitation ID | **337** |
| ProjectSchedule Delivery Date | **12/28/2026 6:00 AM** |
| Technical Specs attached | **Yes** |
| Scope of Work attached | **No** |

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

**Name:** LEWIS, TERON
**Title:** MANAGER OF RAILWAY MAINTENANCE
**Ext:** 8484

**B. Name of Project, Service or Product:**
John Deere Backhoe

**C. Justification of Procurement:**
Previous equipment has passed its use life.

**D. Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?

**Yes**

| | |
|---|---|
| **Director of Grants / Federal compliance:** | Alisa P Maniger |
| **Signature** | *Alisa P Maniger* |
| **Date** | July 22 2026 |

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

Additional Safety Requirements Attached

**false**

| | |
|---|---|
| **Chief** | Michael J Smith |
| **Signature** | *Michael J Smith* |
| **Date** | July 22 2026 |

**Risk Management:**

Include Standard Insurance Provisions Only?

**true**

Include Additional Insurance Requirements Attached ?

**false**

| | |
|---|---|
| **Risk Management Analyst** | **Tracy L. Tyler** |
| **Signature** | *Tracy L. Tyler* |
| **Date** | **July 22 2026** |

## F. Funding Source:

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

**ICE Amount:** **$175,833.00**

**Total Projected Cost:** **$152,571.14**

**Funding Type:** **Federal**

**Grants or Capital Project ID:** **PM-2024-01**

| **Federal Funding** | **State** | **Local** | **Other** |
|---|---|---|---|
| **$152,571.14** | | | |
| **Projected Fed Cost** | **State** | **Local** | **Other** |
| **$152,571.14** | | | |

| **FTA Grant IDs** | **Budget Codes** |
|---|---|
| **2024-011 - 12.42.06** | |
| **LA2023-001 - 12.42.06** | |
| | |
| | |
| | |

Funds allocated by multi-year and budget codes:

| **Year** | **Amount** | **Budget Code** |
|---|---|---|
| **Year-1** | | |
| **Year-2** | | |
| **Year-3** | | |
| **Year-4** | | |
| **Year-5** | | |
| **Total all years** | | |

| | |
|---|---|
| **Budget Analyst** | |
| **Signature** | |
| **Date** | |

## G. DBE/SBE GOAL:

| | |
|---|---|
| **% DBE** | **0** |
| **% Small Business** | **0** |

| | |
|---|---|
| **Director of Small Business Development:** | **Adonis Charles Expose** |
| **Signature** | *Adonis Charles Expose* |
| **Date** | **July 22 2026** |

| | |
|---|---|
| **DBE/EE Manager** | **Adonis Charles Expose'** |
| **Signature** | *Adonis Charles Expose'* |
| **Date** | **July 22 2026** |

## H. Information Technology Dept. vetting.

| | |
|---|---|
| **IT Director** | **Sterlin J Stevens** |
| **Signature** | *Sterlin J Stevens* |
| **Date** | **7/23/2026 12:38 AM** |

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

| | |
|---|---|
| **Department Head** | **Teron Lewis Sr.** |
| **Signature** | *Teron Lewis Sr.* |
| **Date** | **July 22 2026** |

| | |
|---|---|
| **Chief** | **Ryan Moser** |
| **Signature** | *Ryan Moser* |
| **Date** | **July 22 2026** |

| | |
|---|---|
| **Director of Procurement** | **Ronald Gerard Baptiste** |
| **Signature** | *Ronald Gerard Baptiste* |
| **Date** | **July 23 2026** |

**FOR PROCUREMENT USE ONLY**
**Type of Procurement Requested**:

## SC - State Contract

**Invitation for Bid (IFB)** This competitive method of awarding contracts is used for procurements of more than $25,000 in value. The agency knows exactly what and how many of everything it needs in the contract, as well as when and how the products and services are to be delivered. The award is generally based on price.
**Request for Quote (RFQ)** This type of solicitation is often used to determine current market pricing.
**Request for Proposal (RFP)**This approach to contracting occurs when the agency isn't certain about what it wants and is looking to you to develop a solution and cost estimate.
**Sole Source (SS)** this procurement can be defined as any contract entered into without a competitive process, based on a justification that only one known source exists or that only one single supplier can fulfill the requirements.
**State Contract (SC)** this procurement is via a State competitive procurement
**Two-step Procurment - request for qualifications** step-one used in the formal process of procuring a product or service, It is typically used as a screening step to establish a pool of vendors that are then qualified, and thus eligible to submit responses to a request for price proposal (RFP). In this two-step process, the response to the RFQ will describe the company or individual's general qualifications to perform a service or supply a product, and RFP will describe specific details or price proposals.

---

| | Required if Total Cost above $15K |
|---|---|
| **Chief Financial Officer** | Gizelle Johnson Banks |
| **Signature** | *Gizelle Johnson Banks* |
| **Date** | July 23 2026 |

---

| | Required if Total Cost above $50K |
|---|---|
| **Chief Executive Officer** | Ronald Gerard Baptiste |
| **Signature** | *Ronald Gerard Baptiste* |
| **Date** | July 24 2026 |

**File #:** 26-110 **Board of Commissioners**

Contract Award for On-Call Technical Safety Support Services

| | |
|---|---|
| DESCRIPTION: The New Orleans Regional Transit Authority (RTA) requires on-call technical safety support services to assist the Safety Department in maintaining compliance with Federal Transit Administration (FTA) and State safety requirements while advancing agency safety initiatives. The selected contractor will provide specialized technical consulting support for safety planning, regulatory compliance, audits, training, and major capital projects. | AGENDA NO: Click or tap here to enter text. |
| ACTION REQUIEST: Approval | |

RECOMMENDATION:

Authorize the Interim Chief Executive Officer to award a contract to IKJ Enterprises for On-Call Technical Safety Support Services in an amount not to exceed $900,000 for a term of three (3) years.

ISSUE/BACKGROUND:

The New Orleans Regional Transit Authority (RTA) requires specialized on-call technical safety consulting services to support the Safety Department in maintaining compliance with Federal Transit Administration (FTA) regulations, State safety requirements, and industry best practices. These services will provide additional technical expertise to assist with safety planning, Agency Safety Plan (ASP) implementation, Safety Management System (SMS) activities, audits, regulatory compliance, technical training, and other specialized safety initiatives.

Following the competitive Procurement process, IKJ Enterprises was determined to be the responsive and responsible proposer whose qualifications best meet RTA's operational and technical requirements.

DISCUSSION:

Maintaining a comprehensive Safety Management System (SMS) and ensuring compliance with Federal Transit Administration (FTA) regulations are among RTA's highest priorities. IKJ Enterprises will provide specialized technical safety consulting services to supplement internal staff with expertise as needed throughout the contract term.

Services may include assistance with Agency Safety Plan (ASP) development and implementation, Safety and Security Certification (SSC) activities for major capital projects, Bus Rapid Transit (BRT) Risk-Based Inspection (RBI) compliance, Roadway Worker Protection (RWP) implementation, technical safety and security training, safety performance monitoring, data analysis and reporting, internal Safety Management System (SMS) documentation and auditing, technical project reviews,

and compliance with applicable FTA regulations, advisories, and directives.

The contract has an estimated annual value of $300,000, for a total amount not to exceed $900,000 over the three-year contract term. Funding is included in the FY2026 Operating Budget, with future years subject to annual budget appropriations.

Awarding this contract to IKJ Enterprises will ensure RTA has timely access to specialized technical expertise necessary to support regulatory compliance, strengthen safety performance, reduce operational risk, and advance agency safety initiatives while maintaining safe and reliable transit operations.

FINANCIAL IMPACT:

Funds for this contract are available from the RTA Operational Budget. Operating Account Number: 01-4600-02-7070-166-00-00-00000-00000. The total projected cost is $900,000.

NEXT STEPS:

Upon RTA Board approval, staff will submit and process a new purchase order.

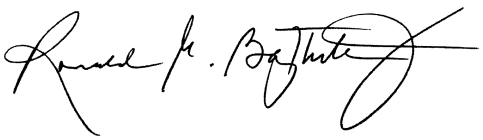
ATTACHMENTS:

1. Resolution
2. Solicitation Request Routing Sheet
3. Independent Cost Estimate Justification
4. ICE Form
5. ICE Breakdown
6. Scope of Work
7. RFP Procurement Summary

Prepared By: Ivana C. Butler
Title: Administrative Analyst

Reviewed By: Michael J. Smith
Title: Chief Safety, Security, and Emergency Management Officer

Reviewed By: Gizelle Banks
Title: Chief Financial Officer



7/30/2026

Ronald G. Baptiste Date

Interim Chief Executive Officer

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

**RESOLUTION NO. _____**
**FILE ID NO. _____**

**STATE OF LOUISIANA**
**PARISH OF ORLEANS**

---

**AUTHORIZATION TO AWARD A CONTRACT TO IKJ ENTERPRISES FOR ON-CALL TECHNICAL SAFETY SUPPORT SERVICES**

---

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the Regional Transit Authority ("RTA") is committed to maintaining compliance with Federal Transit Administration (FTA) regulations, State safety requirements, and industry best practices; and

WHEREAS, RTA requires on-call technical safety support services to provide specialized consulting expertise in support of Agency Safety Plan implementation, Safety Management Systems (SMS), regulatory compliance, capital project safety activities, technical training, audits, and other agency safety initiatives; and

WHEREAS, these services will provide RTA with timely access to qualified technical professionals to assist with safety planning, compliance, risk reduction, and operational support as needed; and

WHEREAS, RTA staff conducted a competitive procurement process to obtain these services, and IKJ Enterprises was determined to be the responsive and responsible proposer whose qualifications best meet the needs of RTA; and

WHEREAS, RTA staff have determined that the contract will cost approximately NINE HUNDRED THOUSAND DOLLARS ($900,000) for a term of three (3) years; and

WHEREAS, funding for this contract is included in the approved operating budget and is available through RTA Operating Account 01-4600-02-7070-166-00-00-00000-00000 for a total cost not to exceed NINE HUNDRED THOUSAND DOLLARS ($900,000).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners authorizes the Interim Chief Executive Officer to award a contract to IKJ Enterprises for On-Call Technical Safety Support Services in an amount not to exceed NINE HUNDRED THOUSAND DOLLARS ($900,000) for a term of three (3) years, and to execute all documents necessary to carry out the intent of this Resolution.

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

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

**AND THE RESOLUTION WAS AD OPTED ON THE __th DAY OF AUGUST, 2026.**

_____
**ANN DUPLESSIS.**
**CHAIRWOMAN**
**RTA BOARD OF COMMISSIONERS**

# Regional Transit Authority
# Solicitation Request Routing Sheet

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

| | |
|---|---|
| Solicitation ID | **285** |
| ProjectSchedule Delivery Date | **January 31, 2026** |
| Technical Specs attached | **No** |
| Scope of Work attached | **Yes** |

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

**Name:** **BUTLER, IVANA**
**Title:** **ADMINISTRATIVE ANALYST PHYSICAL SECURITY**
**Ext:** **8479**

**B. Name of Project, Service or Product:**

**On-Call Technical Safety Support**

**C. Justification of Procurement:**

**The Safety Department is seeking on-call consultant support in the areas of Safety and Security Certification (SSC), Risk-Based Inspection (RBI) compliance, technical safety and security training for personnel, internal Safety Management Systems (SMS) documentation and auditing, technical review, and compliance with FTA safety regulations. The consultant will work under the direction of the Chief of Safety, Security, and Emergency Management (SSEM) or designee and will assist in ensuring that RTA's safety and security programs meet federal, state, and local requirements while maintaining best practices in transit safety management. The contract term will be for an initial three (3) year term with two (2) one-year renewal options.**

**D. Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?

| | |
|---|---|
| **Director Grants / Federal Compliance** | |
| **Signature** | |
| **Date** | |

E. **Information Technology:**

| | |
|---|---|
| **IT Dept Head** | **Sterlin J Stevens** |
| **Signature** | *Sterlin J Stevens* |
| **Date** | **1/20/2026 4:13 PM** |

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

Additional Safety Requirements Attached:

| | |
|---|---|
| **Chief** | Michael J Smith |
| **Signature** | *Michael J Smith* |
| **Date** | January 16 2026 |

## G. Risk Management:

Include Standard Insurance Provisions Only?

No

Include Additional Insurance Requirements Attached ?

| | |
|---|---|
| **Risk Management Analyst** | Marc L Popkin |
| **Signature** | *Marc L Popkin* |
| **Date** | January 16 2026 |

## H. Funding Source:

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

Multiple Years allocation if required:

| Year | Amount | Budget Code |
|---|---|---|
| Year-1 | $300,000.00 | 01-4600-02-7070-166-00-00-00000-00000 |
| Year-2 | $300,000.00 | 01-4600-02-7070-166-00-00-00000-00000 |
| Year-3 | $300,000.00 | 01-4600-02-7070-166-00-00-00000-00000 |
| Year-4 | | |
| Year-5 | | |
| Total all years | $900,000.00 | |

**Independent Cost Estimate (ICE):** $900,000.00
**Projected Total Cost:** $900,000.00
**Funding Type:** Local
**Grants or Capital Project ID:**

| Federal Funding | State | Local | Other |
|---|---|---|---|
| | | $900,000.00 | |
| **Projected Fed Cost** | **State** | **Local** | **Other** |
| | | $900,000.00 | |

| FTA Grant IDs | Budget Codes |
|---|---|
| | 01-4600-02-7070-166-00-00-00000-00000 |
| | 01-4600-02-7070-166-00-00-00000-00000 |
| | 01-4600-02-7070-166-00-00-00000-00000 |
| | |
| | |

| | |
|---|---|
| **Budget Analyst** | **Erin Ghalayini** |
| **Signature** | *Erin Ghalayini* |
| **Date** | **January 15 2026** |

## I. DBE/SBEGoal:

| | |
|---|---|
| **% DBE** | **0** |
| **% Small Business** | **100** |

| | |
|---|---|
| **Director Small Business** | **Adonis Charles Expose'** |
| **Signature** | *Adonis Charles Expose'* |
| **Date** | **January 20 2026** |

| | |
|---|---|
| **DBE/EECompliance Manager** | **Adonis Charles Expose'** |
| **Signature** | *Adonis Charles Expose'* |
| **Date** | **January 20 2026** |

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

| | |
|---|---|
| **Department Head** | **Michael J Smith** |
| **Signature** | *Michael J Smith* |
| **Date** | **January 15 2026** |

| | |
|---|---|
| **Lagal Chief** | **Tracy L. Tyler** |
| **Signature** | *Tracy L. Tyler* |
| **Date** | **Wednesday, January 21, 2026** |

| | |
|---|---|
| **Division Chief** | **Michael J Smith** |
| **Signature** | *Michael J Smith* |
| **Date** | **January 16 2026** |

| | |
|---|---|
| **Director of Procurement** | **Ronald Gerard Baptiste** |
| **Signature** | *Ronald Gerard Baptiste* |
| **Date** | **January 21 2026** |

## FOR PROCUREMENT USE ONLY

**Type of Procurement Request:**

**RFP - Request for Proposal**

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

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

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

**Sole Source (SS)** this procurement can be defined as any contract entered into without a competitive process, based on a justification that only one known source exists or that only one single supplier can fulfill the requirements.
**State Contract (SC)** this procurement is via a State competitive procurement
**Two-step Procurment - request for qualifications** step-one used in the formal process of procuring a product or service, It is typically used as a screening step to establish a pool of vendors that are then qualified, and thus eligible to submit responses to a request for price proposal (RFP). In this two-step process, the response to the RFQ will describe the company or individual's general qualifications to perform a service or supply a product, and RFP will describe specific details or price proposals.

| **Required if Total Cost above $15K** | |
|---|---|
| **Chief Financial Officer** | **Gizelle Johnson Banks** |
| **Signature** | *Gizelle Johnson Banks* |
| **Date** | **January 26 2026** |

| **Required if Total Cost above $50K** | |
|---|---|
| **Chief Executive Officer** | **Lona Edwards Hankins** |
| **Signature** | *Lona Edwards Hankins* |
| **Date** | **January 26 2026** |

**ICE – On Call Technical Safety Support Justification**

The Safety Department is seeking on-call technical consultant support to ensure compliance with FTA and State requirements and to advance RTA safety performance goals. Technical assistance provided by a qualified firm will be directed at the discretion of the Chief Safety, Security & Emergency Management (CSSEM) and can include but is not limited to the following: Agency Safety Plan (ASP) development and implementation, Safety and Security Certification (SSC)—including for large capital projects planned for the next 3 years, e.g., Downtown Transit Center, Bus Rapid Transit—Risk-Based Inspection (RBI) compliance, Roadway Worker Protection (RWP) implementation, technical safety and security training for personnel, safety performance and risk reduction program data analysis and reporting, internal Safety Management Systems (SMS) documentation and auditing, technical project reviews, and compliance with FTA regulations, advisories, and directives.

The total budgeted amount requested for this solicitation is estimated at $300,000 per year, not to exceed $900,000 for the three-year contract.

This number is based on previous invoices and cost rates for audit support and other, similar safety tasks assigned to the previous on-call contractor. The first year of the contact ($300,000) is currently supported by the Operating Budget for FY26.

The spreadsheet attached includes a sample task order invoice breakdown, showing the estimated hourly rate and billable hours for each task order.

**Independent Cost Estimate (ICE)**

**INDEPENDENT COST ESTIMATE SUMMARY FORM**

Project Name/Number: On Call Safety Support Services

Date of Estimate: 1/7/2026

Description of Goods/Services:
On-Call Technical Safety Support (Including Safety and Security Certification, Risk-Based Inspection Compliance, Technical Training, SMS Documentation and Auditing, Technical Review, and FTA Safety Regulatory Compliance

__X__ New Procurement
_____Contract Modification (Change Order)
____ Exercise of Option

Method of Obtaining Estimate:

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

___ Published Price List (attach source and date)

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

___ Comparable Purchases by Other Agencies (attach email correspondence)

___ Engineering or Technical Estimate (attach)
___ Independent Third-Party Estimate (attach)

___ Other (specify) _____ attach documentation

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

Through the method(s) stated above, it has been determined the estimated total cost of the goods/services is $ ___900,000_____

The preceding independent cost estimate was prepared by:

Ivana Butler

Name

*Ivana Butler*

Signature

| | | | |
|---|---|---|---|
| To: | Regional Transit Authority_NOLA<br>2817 Canal Street<br>New Orleans, Louisiana 70119 | RTA_NOLA<br>Contract Name:<br>P.O. Number: | 2021-016<br>On Call Safety Support Services<br>913767 |
| | | Contract Start Date:<br>Contract End Date: | 11/5/2021<br>1/31/2026 |
| From: | dss+ Transportion LLC<br>20 South Charles Street, Suite #1103<br>Baltimore, MD 21201 | dss+ Invoice No.:<br>Date of Invoice:<br>RTA_NOLA Invoice No.<br>Invoice Billing Period: | 7240<br>12/10/2025<br>37<br>11/1/2025 - 11/30/2025 |
| FEIN# | 45-2789134 | | |

| Task # | dss+ P.O. Number | Description | Task Funds Allocated | Previously Billed | Billed This Invoice | Billed To-Date | Funds Remaining | % Spent |
|---|---|---|---|---|---|---|---|---|
| 1A | 913767 | All-Hazards Emergency Plan 1A | $43,661.03 | $43,661.03 | $0.00 | $43,661.03 | $0.00 | 100.00% |
| 1B | 913767 | Emergency Exercise Plan 1B | $25,207.91 | $25,207.91 | $0.00 | $25,207.91 | $0.00 | 100.00% |
| 02 | 913767 | SSCP, Management of Change and Training | $55,413.81 | $55,413.81 | $0.00 | $55,413.81 | $0.00 | 100.00% |
| 03 | 913767 | ISMA, Internal Safety Management Audits | $55,738.04 | $55,738.04 | $0.00 | $55,738.04 | $0.00 | 100.00% |
| 04 | 913767 | Chemical Release Investigation | $32,148.06 | $32,148.06 | $0.00 | $32,148.06 | $0.00 | 100.00% |
| 05 | 913767 | CY 2023 Derailment Event Study | $79,838.80 | $79,838.80 | $0.00 | $79,838.80 | $0.00 | 100.00% |
| 06 | 913767 | Safety MGMT Policy-Internal Safety MGMT Audit (ISMA) | $44,564.70 | $44,564.70 | $0.00 | $44,564.70 | $0.00 | 100.00% |
| 07 | 913767 | Corrective Action Plan Support Services | $38,007.31 | $38,007.31 | $0.00 | $38,007.31 | $0.00 | 100.00% |
| 08 | 913767 | 2024 Internal Safety Management Audits (ISMA) | $34,117.12 | $34,117.12 | $0.00 | $34,117.12 | $0.00 | 100.00% |
| 09 | 913767 | CAP# 23-09B Rulebook Development | $41,369.02 | $41,369.02 | $0.00 | $41,369.02 | $0.00 | 100.00% |
| 11 | 913767 | Roadway Worker Protection Support | $176,144.46 | $119,742.83 | $5,699.98 | $125,442.81 | $50,701.66 | 71.00% |
| **TOTALS:** | | | **$626,210.26** | **$569,808.63** | **$5,699.98** | **$575,508.61** | **$50,701.66** | **92.00%** |

| | | | |
|---|---|---|---|
| To: | Regional Transit Authority_NOLA<br>2817 Canal Street<br>New Orleans, Louisiana 70119 | RTA_NOLA PO Number:<br>Contract Name:<br>Contract Number:<br>Contract Amount: | 913767<br>On Call Safety Support Services<br>2021-016<br>$453,721.66 |
| | | Contract Start Date:<br>Contract End Date: | 11/5/2021<br>1/31/2026 |
| From: | dss+ Transportion LLC<br>20 South Charles Street, Suite #1103<br>Baltimore, MD 21201 | dss+ Invoice No.: | 7240 |
| | | Date of Invoice: | 12/10/2025 |
| | | RTA_NOLA Invoice No.: | 37 |
| | | Invoice Period: | 11/1/2025 - 11/30/2025 |
| FEIN Number | 45-2789134 | Task Order No.'s: | 11 |
| | 128.10% OHR/ 10% FF | | |

| ITEM | CONTRACT SUMMARY<br>TASK ORDER FUNDS ALLOCATED | PREVIOUSLY BILLED | BILLED THIS INVOICE | BILLED TO DATE | FUNDS REMAINING |
|---|---|---|---|---|---|
| PRIME CONSULTANT - dss+ TRANSPORTATION LLC | | | | | |
| **CONTRACT TOTAL COSTS:** | $626,210.26 | $569,808.63 | $5,699.98 | $575,508.61 | $50,701.65 |
| **TOTALS** | **$626,210.26** | **$569,808.63** | **$5,699.98** | **$575,508.61** | **$50,701.65** |

I hereby certify under the penalties of perjury, that this accounting represents a true and complete statement of the services rendered to the terms of this contract, through the date indicated, to the best of my knowledge and belief.

**Title: Managing Principal** **Date: 12/10/25**

**Jason Sergent**

Ivana Butler

12/12/25

| dss+ INVOICE | |
|---|---|
| **CLIENT:** | Regional Transit Authority_NOLA |
| **CONTRACT:** | On Call Safety Support Services |
| **TASK ORDER NAME:** | Roadway Worker Protection Support |
| **TASK ORDER NO.:** | 011 |
| **SCOPE OF WORK:** | Working as an extension to the staff of NORTA SSEM office, the Consultant will assist with developing and monitoring implementation of NORTA's RWP. |
| **T.O. PERIOD OF PERFORMANCE:** | 04/28/2025 - 01/31/2026 |

| PROJECT STAFF | HOURS BILLED | FULLY BURDENED RATE | TOTAL DIRECT LABOR |
|---|---|---|---|
| **Labor Costs:** | | | |
| **Project Manager** | | | |
| Recio, E. | 4.0 | $ 188.18 | $752.72 |
| **Safety Specialist** | | | |
| Al-Mukhtar, M. | 24.0 | $ 162.61 | $3,902.64 |
| Jones, J. | 6.5 | $ 160.71 | $1,044.62 |
| **Total Labor Costs:** | **34.5** | | **$5,699.98** |
| **Other Direct Costs:** | | | |
| On-site Visit to NO | | | $0.00 |
| **Total Invoiced Amount:** | | | **$5,699.98** |

20 S Charles St., Ste. 1103
Baltimore, MD 21201
Tel. (301) 774-1914
Fax. (301) 774-1913

Protect. Transform. Sustain.

Date: 12/10/2025

| | |
|---|---|
| RTA_NOLA Invoice No. | 37 |
| dss+ Internal Invoice No. | 7240 |
| Task Order No.'s | 11 |
| Regional Transit Authority Contract No. | 2021-016 |
| Period Covered | 11/1/2025 - 11/30/2025 |

Regional Transit Authority_NOLA
On Call Safety Support Services
2817 Canal Street
New Orleans, Louisiana 70119
Attn: Korrie Mapp, CPE

**Subject: Regional Transit Authority_NOLA Invoice October 31, 2025**

***To: kjmapp@rtaforward.org***

dss+ Transportation LLC (dss+) is pleased to submit our invoice for Regional Transit Authority_NOLA Contract No.931767. The invoice details staff labor hours and rates for services rendered from: 11/1/2025 - 11/30/2025.

The total amount requested in this invoice is: $5,699.98.

If you have any questions regarding the attached information, please do not hesitate to call me at (919) 454-9625.

Sincerely,

Jason Sergent
Managing Principal
dss+ Transportation LLC
Jason.Sergent@consultdss.com

Ron Edwards, Managing Principal (dss+)
Laurie Beverly, Sr. Billing Manager (dss+)

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dss+
Protect. Transform. Sustain.

RTA

**Monthly Progress Report**

**CONTRACT NO 2021- 016**

**Project Name: On-Call Safety Support Services**

**Work Performed for Period: November 2025**

## I. Activities Performed

**MAJOR TASKS PERFORMED OR ACCOMPLISHED DURING THE REPORTING PERIOD (LISTED BY TASKS):**

**Task Order 11 – Roadway Worker Protection**

- Met with client and their training consultant to provide guidance on RWP
- Attended 3 coordination meetings
- Updated RWP Manual
- Developed all RWP attachments
- Delivered RWP Manual
-

## II. Activities Planned for Next Month

- Completed task

## III. Issues and Areas of Concern

- No issues or concerns at this time

## IV. Summary of Estimate Changes

- No changes to preliminary estimates at this time

## V. List of Meetings Attended During the Reporting Period

| DATE | ATTENDEES | SUBJECT |
|---|---|---|
| Ad hoc | Marwan AL-MUKHTAR, Jerrad Jones and Eloy Recio | Task discussion |

## On-Call Technical Safety Support
## 1/7/2026
**ICE (performed by SSEM Administrative Analyst)**

***Sample task order invoice breakdown, showing the estimated average annual cost over a 3-year contract.***

| | Project Manager | Sr. System Safety Spec. | Sr. System Safety Spec. |
|---|---|---|---|
| | | | |
| **Hourly Rate per Previous Invoices** | $188.18 | $160.71 | $162.61 |
| **Estimated Hours for Planned Tasks and Ongoing Technical Support** | 550 | 880 | 340 |
| | | | |
| **Direct Labor Cost** | $103,499.00 | $141,424.80 | $55,287.40 |
| **+** | | | |
| **Misc. Fees** | | | |
| | | | |
| **Total Cost-Plus Fixed Fee** | $103,499.00 | $141,424.80 | $55,287.40 |

| | |
|---|---|
| **Total Direct Labor Cost** | $300,211.20 |
| **Total Cost-Plus Misc. Fees** | $300,211.20 |
| **Total Annual Proposed Cost** | $300,211.20 |
| **Total 3-year Proposed Cost** | **$900,633.60** |

***For reference: Previous tasking***
***Actual tasks and costs will vary depending on circumstances.***

| **Previous Tasks** | **Amount** |
|---|---|
| Safety MGMT Policy-Internal Safety MGMT Audit (ISMA) | $44,564.70 |
| Corrective Action Plan Support Services | $38,007.31 |
| 2024 Internal Safety Management Audits (ISMA) | $34,117.12 |
| CAP# 23-09B Rulebook Development | $41,369.02 |
| Roadway Worker Protection Support | $176,144.46 |
| Total | $334,202.61 |

**Scope of Work (SOW)**

**On-Call Technical Safety Support**
*(Including Safety and Security Certification, Risk-Based Inspection Compliance, Technical Training, SMS Documentation and Auditing, Technical Review, and FTA Safety Regulatory Compliance)*

**Background**

This Scope of Work is for a highly qualified consultant to support the New Orleans Regional Transit Authority (RTA) on an on-call/as-needed basis in the areas of Safety and Security Certification (SSC), Risk-Based Inspection (RBI) compliance, technical safety and security training for personnel, internal Safety Management Systems (SMS) documentation and auditing, technical review, and compliance with FTA safety regulations.

The consultant will work under the direction of the Chief of Safety, Security, and Emergency Management (SSEM) or designee and will assist in ensuring that RTA's safety and security programs meet federal, state, and local requirements while maintaining best practices in transit safety management. The contract term will be for an initial three (3) year term with two (2) one-year renewal options.

**Requirements**

- All consultant staff must have direct experience in occupational safety and health, SMS, safety oversight, or similar discipline with a transit agency, preferably with at least one rail operating mode.
- The consultant project manager or lead must have extensive experience in OSHA and/or FTA regulatory requirements and be familiar with American Public Transportation Association (APTA) standards and guidance.
- To support alignment with RTA technical safety/security needs and optimize resource allocation, RTA will issue assignments on an "on call", task-by-task basis. No work shall commence until RTA issues written approval to proceed with each task.
- Task proposals must include a breakdown of direct labor costs and other direct costs such as those associated with travel, as appropriate. RTA may direct the consultant to support tasks remotely, depending on project costs and other considerations.
- Consultant team experience must include internal or external safety auditing.

- The consultant will be responsible for delivering proper documentation of any evaluations/assessments or training associated with this Scope of Work, to RTA.
- The format and means of delivery of all evaluations/assessments, training, reports, and other deliverables must conform to RTA standards.
- The RTA reserves the right to perform some or all the required tasks and delete same from the consultant's Scope of Work.
- All deliverables produced under this Scope of Work shall belong exclusively to RTA. This includes all course materials regardless of format, instructor manuals, evaluations, forms, templates, documents, and presentations.
- Additional tasks or other necessary revisions to the scope will be requested and approved through a change order form prior to commencement of work.
- References may be requested.

**Scope of Services**

The consultant shall provide services that may include, but are not limited to, the following:

1. **Safety and Security Certification (SSC)**
2. **Risk-Based Inspection (RBI) Compliance support in accordance with FTA and State Safety Oversight (SSO) requirements**
3. **Safety Management System (SMS) Documentation and Auditing support, inclusive of internal and external safety/security audits and reviews**
4. **Technical Review and Advisory Support**
5. **Employee Safety Reporting Program (ESRP) and hazard monitoring technical support, in accordance with FTA and SSO requirements**
6. **FTA Safety Regulatory support in areas not specifically mentioned above, in accordance with 49 CFR Parts 670, 671, 672, 673, and 674**
7. **Technical Safety/Security Training Support, which may include in-person, virtual or "computer-based" training development and delivery, as well as workshops, seminars, or other formats. Also includes technical support with maintaining records related to certification and/or qualification.**

# PROCUREMENT SUMMARY - RFP 2026-005

## REQUIREMENTS

Board approval is required for On-Call Technical Safety Support solicitation.
There was a Small Business goal of 100% established for this solicitation per the RTA Routing Sheet.

Procurement Policy:
The Independent Cost Estimate for this procurement is $900,000.00, which exceeds the Small Purchase threshold of $25,000.00; therefore, in compliance with the Regional Transit Authority of New Orleans Procurement Policies and Procedures Manual, Section VII.B. This procurement shall be conducted through formal advertising (competitive means).

Procurement Method:
More than one responsive and responsible offeror can meet the solicitation requirements. Specifications furnished by the user department are complete, adequate, precise, and realistic. No discussions or negotiations will be needed to address technical requirements; an award will be made to the highest-scoring, responsible and responsive bidder. Therefore, the RFP method of solicitation is selected for the method of procurement.

## SOLICITATION

Request for Proposals (RFP) No. 2026-005 Public Notice was published on RTA's website & RTA's Procureware site beginning 4/24/2026.

## RFP SUBMITTAL

The RFP submittal deadline was 6/8/2026 at 1:00 pm CST.
Leah LeBlanc handled the receipt of all proposals received. Six (6) proposals were received.

## DETERMINATION

Five (5) responsible proposals were received. One (1) proposal received was determined responsive.

## SUBMITTAL ANALYSIS

| RESPONDENTS | RESPONSIVENESS |
|---|---|
| DDM Consulting | Nonresponsive |
| Delta Personnel | Responsive |
| IKJ Enterprises | Responsive |
| K&J Safety & Security | Responsive |
| PEMCCO | Responsive |

## SUMMARY

An Administrative Review Form was prepared by Leah LeBlanc, Contract Administrator.

A technical evaluation was conducted on Monday, July 16, 2026, at 2:00 pm CST. The evaluation committee consisted of the following:

Korrie Mapp, Project Manager
Dominique Stewart, Technical Evaluator
Alger Pennaman, Technical Evaluator

The final combined scores are as follows:

| | |
|---|---|
| Delta Personnel | 181 |
| IKJ Enterprises | 276 |
| K&J Safety & Consulting | 267 |
| PEMCCO | 260 |

IKJ Enterprises received the highest final combined technical evaluation score, earning a total of 276 points. IKJ Enterprises has been determined to be both responsive and responsible.

Therefore, the Regional Transit Authority recommends IKJ Enterprises for the award of a three (3) year contract, with 2 one-year renewable options for a total of $900,000.00.

Recommendation sent to requesting department July 16, 2026. **Board approval is required.**

**File #:** 26-113 **Board of Commissioners**

Amendment #2 to the CEA with the City of New Orleans to provide the Opportunity Pass Program

| | |
|---|---|
| DESCRIPTION: 2026 Amended Cooperative Endeavor Agreement (CEA) Between the City of New Orleans and the Regional Transit Authority for the Zero Transit Fare for opportunity Youth Program | AGENDA NO: Click or tap here to enter text. |
| ACTION REQUEST: Approval | |

RECOMMENDATION:

To authorize the Interim Chief Executive Officer (CEO) to receive and execute the amended Cooperative Endeavor Agreement (CEA) between the City of New Orleans (CNO) and the Regional Transit Authority (RTA) for the purpose of operating a pilot program entitled “Zero Transit Fare for Opportunity Youth Program.”

ISSUE/BACKGROUND:

Program Overview: In 2023, the City of New Orleans created a Youth Fare Transportation fund for the purpose of funding “programs executed by the New Orleans RTA that provide free public transit for our youth,” and made a one-time allocation of $2.5 million from American Rescue Plan funds for the program. These funds are being used to support a one-year pilot program that will make free RTA passes available to Orleans Parish residents aged 16-24, which launched in the Summer of 2024.

The pilot program is administered through a partnership between the Regional Transit Authority, New Orleans Public Library, RIDE New Orleans, and NOLA CYPB:

- The Regional Transit Authority will provide ridership/financial data to facilitate program development, coordinate the fare media being used for the pilot through the Le Pass app, and release data on pass usage.
- The NOLA Public Library will administer the program and oversee enrollment and pass distribution.
- RIDE New Orleans will assist with program development, administration, and outreach and will oversee impact assessment and reporting.
- NOLA CYPB would assist with program development and OY provider outreach.

In 2025, the CEA was amended to extend the date of the agreement through December 2026 and to reduce the budget from $2.5M to $1.8M. The amended CEA between the CNO and RTA was also needed to set forth the terms of the administered funds for the special transit pass program that allowed opportunity youth, young people between the ages of 16 and 24, to ride RTA transit services

at no cost to themselves. In lieu of program-eligible riders paying for fares at the time of activation, the City of New Orleans paid RTA for the cost of one-day passes activated by program participants during the pilot period.

As a result of budget cuts by the City of New Orleans, in 2026, the program budget was further reduced to $1.3M, requiring this additional amendment.

DISCUSSION:

The RTA partnered with RIDE, CNO, the New Orleans Public Library (NOPL), and the New Orleans Children and Youth Planning Board (CYPB), the RTA has helped design a low-barrier transit access program to encourage youth mobility through this pilot program. The funding made available by CNO through this ARPA allocation means the RTA can offer this service without forgoing any fare revenue that would otherwise be collected from program participants during this period. This pilot provides valuable data to help the City and RTA evaluate how zero fares can benefit New Orleans youth; this program supports the broader vision of the New Orleans Youth Master Plan.

The program, which was launched in the summer of 2024, is being extended through December 2026 to allow participants to exhaust all the funding allocated to the program. With this latest amendment, the program is operating under a reduced budget of $1,315,090.13. To date the RTA (and partners) have invoiced the City of New Orleans approximately $957,408.25 through June of 2026. We anticipate that the remaining balance of $357,681.88 will be fully exhausted by end of this current amendment.

FINANCIAL IMPACT:

In 2024, the RTA was expected to receive $2,425,000 under this program. In the amended contract, the RTA will receive $1,315,090.13. The RTA will not forgo any fare revenue during this pilot program, due to the terms of agreement with CNO.

NEXT STEPS:

Upon Board approval, the Interim CEO will execute the CEA between CNO and RTA. During the performance of this CEA, staff will continue to participate in on-going program activities and reporting processes with partner organizations.

ATTACHMENTS:

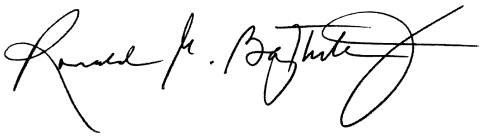
1. Resolution
2. Executed Contract
3. Contract Amendment #1
4. Proposed Contract Amendment #2

Prepared By: Trené McCormick
Title: Business Administrative Analyst Contractor

Reviewed By: Tracey L. Tyler

Title: Chief Legal Officer

Reviewed By: Gizelle Johnson-Banks
Title: Chief Strategy and Finance Officer



7/28/2026

Ronald G. Baptiste
Interim Chief Executive Officer

Date

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

**RESOLUTION NO. _____**
**FILE ID NO. 26-113**

**STATE OF LOUISIANA**
**PARISH OF ORLEANS**

---

**AUTHORIZATION TO EXECUTE AMENDMENT #2 TO THE COOPERATIVE ENDEAVOR AGREEMENT (CEA) BETWEEN THE CITY OF NEW ORLEANS (CNO) AND THE REGIONAL TRANSIT AUTHORITY (RTA) TO CONTINUE THE ZERO-TRANSIT FARE FOR OPPORTUNITY YOUTH PROGRAM AND TO RECEIVE FUNDING TOTALING $1,315,090.13**

---

Introduced by Commissioner _____, seconded by Commissioner _____.

**WHEREAS**, the City of New Orleans (CNO)and the Regional Transit Authority (RTA) need to enter a Cooperative Endeavor Agreement (CEA) for the purpose of implementing a pilot program to facilitate zero-fare transit access to opportunity youth; and

**WHEREAS**, in 2024, the New Orleans City Council allocated **$2.5 million** in American Rescue Plan Act funding for this pilot program with RTA to receive $2,425,000;

**WHEREAS**, the program will provide third-party payment to the RTA so eligible riders may use appropriate fare media at no cost to themselves; and

**WHEREAS**, the City of New Orleans will pay fare prices on behalf of program participants; and

**WHEREAS,** this CEA sets up the necessary framework for CNO and RTA to utilize funds in the City's Youth Fare Transportation Fund for program activities; and

**WHEREAS,** in 2025 the City of New Orleans and RTA amended the CEA to extend the date of the agreement through December 2026 and to reduce the budget to $1.8M.

**WHEREAS,** in 2026**,** the City of New Orleans has further reduced the budget, allocating $1,315,090.13 for the provision of transit services under this program; and to date the RTA has invoiced the City of New Orleans approximately $957,408.25. We anticipate that the remaining balance of $357,681.88 will be fully exhausted by the end of this current amendment.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, authorize the Interim Chief Executive Officer (CEO) to receive and execute a Cooperative Endeavor Agreement (CEA) with the City of New Orleans for the purpose of establishing the funding to the RTA to facilitate the pilot program entitled "Zero Transit Fare for Opportunity Youth Program."

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

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

**AND THE RESOLUTION WAS ADOPTED ON THE ___ DAY OF AUGUST 2026.**

_____

**ANN DUPLESSIS**
**CHAIRWOMAN**
**RTA BOARD OF COMMISSIONERS**

K24-592

**COOPERATIVE ENDEAVOR AGREEMENT**

**BY AND BETWEEN**

**THE CITY OF NEW ORLEANS**

**AND**

**NEW ORLEANS REGIONAL TRANSIT AUTHORITY**

**ZERO TRANSIT FARE FOR OPPORTUNITY YOUTH**

**THIS COOPERATIVE ENDEAVOR AGREEMENT** (the "**Agreement**") is entered into by and between the City of New Orleans, represented by LaToya Cantrell, Mayor (the "**City**"), and the New Orleans Regional Transit Authority, represented by Lona Edwards Hankins, Chief Executive Officer (the "**RTA**" or the "**Contractor**"). The City and the RTA may sometimes each be referred to as a "**Party**" or collectively as the "**Parties.**" The Agreement is effective as of August 31, 2024 (the "**Effective Date**").

**RECITALS**

**WHEREAS,** the City is a political subdivision of the State of Louisiana; and

**WHEREAS**, the RTA is a political subdivision of the State of Louisiana, whose principal address is 2817 Canal Street, New Orleans, LA 70119; and

**WHEREAS**, pursuant to *Article 7, Section (14)(C) of the Louisiana Constitution of 1974*, and related statutes, and *Section 9-314 of the Home Rule Charter of the City of New Orleans*, the City may enter into cooperative endeavors with the State of Louisiana, its political subdivisions and corporations, the United States and its agencies, and any public or private corporation, association, or individual with regard to cooperative financing and other economic development activities, the procurement and development of immovable property, joint planning and implementation of public works, the joint use of facilities, joint research and program implementation activities, joint funding initiatives, and other similar activities in support of public education, community development, housing rehabilitation, economic growth, and other public purposes; and

**WHEREAS**, the City was awarded Coronavirus State and Local Fiscal Recovery Funds ("**SLFRF**" or "**Grant Award**"), distributed by the United States Department of Treasury ("**Treasury**"), to facilitate the goals of the American Rescue Plan Program ("**ARP Program**"), pursuant to the *American Rescue Plan Act* (*Public Law 117-21*, signed March 11, 2021); and

**WHEREAS**, in 2023, the City created the Youth Fare Transportation Fund ("**fund**") with a portion of the Grant Award's funding for the purpose of funding programs executed by RTA, including but not limited to programs that involve providing free public transit for the City's opportunity youth as the City's opportunity youth pursue workforce development training in industries affected by the Covid-19 Pandemic; and

**WHEREAS**, the fund will support a pilot program, entitled, "Zero Transit Fare for Opportunity Youth Program," ("**pilot program**") that will collect data to support the design and implementation of a permanent program, where the RTA will provide free public transit passes to Orleans Parish residents, ranging from the ages of sixteen to twenty-four (**16-24**) years-old ("**Services**"), during the duration of the pilot program; and

**WHEREAS**, the City will renumerate the RTA for the aforementioned services with the funding provided by the Grant Award; and

**WHEREAS**, the RTA, by agreeing to undertake the implementation, utilizing funds provided by Treasury, will be acting as a contractor of the City, as defined by *2 CFR Part 200.1* and *200.331*, and hereby agrees to carry out this Agreement in full compliance with the laws and regulations of the ARP Program and exhibits incorporated into this Agreement; and

**WHEREAS**, the activities hereunder are eligible under the ARP Program; and

**WHEREAS**, the City and the RTA desire to accomplish the valuable public purpose of fostering a strategic partnership to build thriving workforce ecosystems for opportunity youth in the wake of the Covid-19 Pandemic by studying the benefits of free public transit, when opportunity youth pursue employment opportunities; and

**NOW THEREFORE**, the City and the RTA, each having the authority to do so, agree as follows:

## ARTICLE I – GENERAL AWARD INFORMATION

The Agreement between the City and the RTA is for the purpose of carrying out the goals of a Federal award and creates a procurement relationship for the purpose of obtaining goods and services for the City's use.

| | |
|---|---|
| **Federal Award Identification Number:** | SLT-1835 and SLT-7352 |
| **CFDA Number and Name:** | 21.027 - Coronavirus State and Local Fiscal Recovery Fund |
| **Federal Award Project Description:** | American Rescue Plan Act Federal Recovery Funding |
| **Is this award for research and development?** | No |
| **Contractor's Unique Entity Identifier:** | R71BUMMQRKZ4 |
| **Amount of Federal Funds Obligated to the Contractor:** | $2,425,000.00 |
| **Contact Information:** | See Article XII - Notice |

## ARTICLE II - THE RTA'S OBLIGATIONS

A. ***Services.*** The RTA shall:

**1.** Provide the City's opportunity youth with free transit fare passes to Orleans Parish residents ranging from the ages of sixteen to twenty-four (**16-24**) years-old ("**Services**") during the duration of the Zero Transit Fare for Opportunity Youth Program ("**pilot program**").

**2.** Supply transit passes through the RTA's Le Pass app for RTA's buses, streetcars, and ferries during the duration of the pilot program.

**3.** Perform the obligations outlined in the *Memorandum of Understanding between*

*Ride New Orleans, New Orleans Public Library, and the New Orleans Children and Youth Planning Board*, attached and incorporated herein as Exhibit "A".

**4.** Bill the City on a per-ride basis, using a fare-capping structure, and submit monthly invoices to the City for reimbursement as provided in Article II, Section (C), and Article IV, Section (A).

**5.** Advertise the pilot program through the RTA's Le Pass app, buses, streetcars, and ferries.

**6.** Release and submit ridership/financial data on the RTA's Le Pass app usage to facilitate program development.

**7.** Coordinate the use of fare media for the pilot program through the RTA's Le Pass app.

**8.** Perform the Services with the same degree of care, skill, and diligence as would be ordinarily exercised by a competent practitioner of the same profession under similar circumstances.

**9.** Represent and warrant that it has the requisite skills and expertise necessary to perform the Services.

**10.** Comply with all applicable Federal regulations and requirements incorporated herein by reference, whether specifically discussed herein or not, including but not limited to any applicable Uniform Administrative Requirements as described in *2 CFR 200*, any applicable procurement standards in *2 CFR §200.318 - §200.326*, all applicable Notices and Directives promulgated by Treasury, and with all terms and conditions required by the Grant Award in the *Federal Compliance Provisions*, attached and incorporated herein as Exhibit "B".

**B.** ***Schedule.*** The City will provide the RTA with a schedule, along with service needs and work-site locations, as designated by the City and Ride New Orleans.

**C.** ***Invoices.*** RTA must submit invoices monthly (unless agreed otherwise between the Parties to this Agreement) to the City electronically, via its supplier portal, for services provided under this Agreement no later than ten (10) calendar days following the end of the period covered by the invoice. Untimely invoices may result in delayed payment for which the City is not liable. The City may require changes to the form of the invoice and may require additional supporting documentation to be submitted with invoices. Invoices will be processed in accordance with Article IV of the Agreement. At a minimum, each invoice must include the following information:

- Name of Contractor
- Date of Invoice
- Invoice Number
- Contract or Purchase Order Number issued by the City (*i.e.*, K24-592)
- Name of the City Department to be invoiced (*i.e.*, CAO)
- Description of the services completed, including but not limited to monthly ridership and financial data.
- An authorized signature by the RTA's authorized representative, attesting to the validity and accuracy of the invoice, under penalty of perjury.

## ARTICLE III – THE CITY'S OBLIGATIONS

**A.** ***Administration.*** The City will:

**1.** Administer this Agreement through the Chief Administrative Office and the Mayor's Office of Workforce Development (the "**Departments**").

**2.** Perform the obligations outlined in the *Memorandum of Understanding between Ride New Orleans, New Orleans Public Library, and the New Orleans Children and Youth Planning Board*, attached and incorporated herein as Exhibit "A" and the *Federal Compliance Provisions*, attached, and incorporated herein as Exhibit "B".

**3.** Provide the RTA with documents deemed reasonably necessary for the RTA's performance of any work required under this Agreement.

**4.** Provide access to Department personnel to discuss the required services during normal working hours, as requested by the RTA.

**5.** Provide any applicable schedules, equipment needs, and work-site locations to the RTA.

**B.** ***Payment.*** Unless otherwise agreed to by the City, the payment terms are NET 30 days upon the RTA's delivery and rendition of the services contemplated in this Agreement, and upon the City's receipt of a properly submitted, complete, and accurate invoice via the City's supplier portal. The City will make payments to the RTA at the rate of compensation established in this Agreement based upon the RTA's certified invoices, except:

**1.** The City's obligation to pay is contingent upon the RTA's: (a) submission of a complete and accurate invoice to the City and (b) satisfactory performance of the services and conditions required by this Agreement.

**2.** The City, in its discretion, may withhold payment of any disputed amounts, and no interest shall accrue on any amount withheld pending the resolution of the dispute.

**3.** The City may set off any amounts due to the RTA against any amounts deemed by the City to be owed to the City by the RTA pursuant to this Agreement.

**4.** All compensation owed to the RTA under this Agreement is contingent upon the appropriation and allocation of funds for work under this Agreement by the City.

**5.** The City is not obligated under any circumstances to pay for any work performed or costs incurred by the RTA that: exceed the maximum aggregate amount payable established by this Agreement; are beyond the scope or duration of this Agreement; arise from or relate to any change order outside the scope of the Agreement; are for services performed on days on which services were suspended, due to circumstances beyond the control of the City, and no work has taken place; arise from or relate to the correction of errors or omissions of the RTA or its subcontractors; or the City is not expressly obligated to pay under this Agreement.

**6.** If this Agreement is terminated for any reason, the City will pay the RTA only for the work requested by the City and satisfactorily performed by the Contractor through the date of

termination, except as otherwise provided in this Agreement.

## ARTICLE IV – FUNDING

**A.** ***Rate Schedule.*** Per Exhibit "A", the City will pay the RTA for the Services under this Agreement at the following rates:

| FARE REIMBURSEMENT FOR RIDERS RANGING FROM THE AGES OF SIXTEEN TO EIGHTEEN (16-18) YEARS OLD. |
|---|
| 50¢ / Ride / Each Rider |
| $1.00 / Maximum Amount / Each Day / Each Rider |
| $18.00 / Maximum Amount / Each Month / Each Rider |
| |
| **FARE REIMBURSEMENT FOR RIDERS RANGING FROM THE AGES OF NINETEEN TO TWENTY-FOUR (19-24) YEARS OLD.** |
| $1.25 / Ride / Each Rider |
| $3.00 / Maximum Amount / Each Day / Each Rider |
| $45.00 / Maximum Amount / Each Month / Each Rider |

**B.** ***Marketing and Advertising Fees.*** The City further agrees to pay the RTA for marketing and advertising created and disseminated on RTA's Le Pass app, buses, streetcars, and ferries for the pilot program, capped at **$100,000.00**.

**C.** ***Maximum Amount Payable.*** The maximum amount payable under this Agreement shall not exceed **$2,425,000.00**. This amount is inclusive of all costs, including, but not limited to all personnel costs, fringe benefits, equipment costs, travel costs, indirect costs identified as those not directly incurred as a result of providing the services listed in this Agreement, and the amounts set forth under Article IV, Section (A) and Section (B), respectively. This Agreement does not guarantee any amount of work or compensation except as specifically authorized by the City in accordance with the terms and conditions of this Agreement.

**D.** The stated compensation is inclusive, and includes no additional amounts for, the RTA's costs, including without limitation all expenses relating to overhead, administration, subcontractors, employees, bid preparation, bonds, scheduling, invoicing, insurance, record retention, reporting, inspections, audits, the correction of errors and omissions, or minor changes within the scope of this Agreement. The City will not consider nor be obligated to pay or reimburse the RTA any other charges or fees, and the RTA will not be entitled to any additional compensation or reimbursement, except otherwise specifically provided in the Agreement.

**E.** ***Cost Recovery.*** In accordance with *Section 2-8.1 of the Municipal Code*, entitled "Cost recovery in contracts, cooperative endeavor agreements, and grants," to the maximum extent permitted by law, the RTA shall reimburse the City or disgorge anything of value or economic benefit received from the City if the RTA fails to meet its contractual obligations.

## ARTICLE V - DURATION AND TERMINATION

**A.** ***Term.*** The term of this Agreement is two (2) years from the Effective Date, provided there is an encumbrance of funds by the Requesting Departments made from the funds allotted by the Chief Administrative Officer, which are derived from appropriations made by the City Council. This Agreement shall automatically terminate with respect to any period of time for which funds are not so encumbered.

**B.** ***Extension.*** The City can opt to extend the term of this Agreement provided that the City Council approves it as a multi-term cooperative endeavor agreement and that additional funding, if required, is allocated by the City Council. This Agreement may be extended by the City for three (3) additional one-year terms.

**C.** ***Termination for Convenience.*** A Party may terminate this Agreement at any time during the term of the Agreement by giving the other Party written notice of the termination at least thirty (30) calendar days before the intended date of termination. The City may allow the RTA to be reimbursed for costs reasonably incurred prior to termination that were not made in anticipation of termination and cannot be cancelled and only for costs incurred in the performance of RTA's obligations under this Agreement, subject to the limitations set forth in Article IV - Funding.

**D.** ***Termination for Cause.*** The City may terminate this Agreement immediately for cause by sending written notice to the RTA . "Cause" includes without limitation any failure to perform any obligation or abide by any condition of this Agreement or the failure of any representation or warranty in this Agreement. If a termination for cause is subsequently challenged in a court of law and the Challenging Party prevails, the termination will be deemed to be a termination for convenience effective thirty (30) days from the date of the original written notice of termination for cause was sent to the Challenging Party; no further notice will be required. The City may allow the RTA to be reimbursed for costs reasonably incurred prior to termination that were not made in anticipation of termination and cannot be cancelled and only for costs incurred in the performance of RTA's obligations under this Agreement, subject to the limitations set forth in Article IV - Funding.

**E.** ***Termination for Non-Appropriation.*** This Agreement will terminate immediately in the event of non-appropriation of funds sufficient to maintain this Agreement without the requirement of notice, and the City will not be liable for any amounts beyond the funds appropriated and encumbered for this Agreement.

**F.** ***Remedies for Federal Non-Compliance.*** If the RTA fails to comply with any applicable Federal statutes, regulations, or the terms and conditions of the Grant Award, the City, through the Departments, may impose additional conditions, as described in *2 CFR §200.208: Specific Conditions*. If the City determines that noncompliance cannot be remedied by imposing additional conditions, then the City or Treasury make take one or more of the following actions, as appropriate under the circumstances, **(1)** temporarily withhold cash payments pending correction of the deficiency by the non-Federal entity (the "**RTA**") or more severe enforcement action by the Federal awarding agency or pass-through entity, **(2)** disallow, that is, deny both use of funds and any applicable reimbursement credit, for all or part of the cost of activities or actions not in compliance, **(3)** initiate suspension or debarment proceedings as authorized under *2 CFR 180* and Federal awarding agency regulations (or, in the case of a pass-through entity, recommend such a proceeding be initiated by the Federal awarding agency), **(4)** withhold further Federal

awards for the project or program, **(5)** wholly or partly suspend or terminate the Federal award, and/or **(6)** take other remedies that may be legally available.

## ARTICLE VI - MAINTENANCE AND MONITORING OF RECORDS

**A.** ***Maintenance of Records***. The RTA agrees to maintain all records of all expenditures of funds provided to it by the City in accordance with *2 CFR § 200.334* for **five (5) years** from the official date of the closeout of the grant. If any litigation, claims, or audits begin prior to the expiration of the five-year period, then the records must be maintained until all litigation, claims, and audit findings involving the records have been resolved and final action taken. Records are to be maintained separately for each project undertaken by the RTA, and the records for each project will be maintained by the RTA in such a manner that the funding sources used in each project will be accounted for separately. The aforementioned classification of funds expended will be further itemized by the "funding year" associated with the funds. The RTA hereby agrees to maintain, for the City's review, all records relating to the creation, development, and set-up of ARP projects and the expenditure of ARP funds, itemized for each ARP-funded project undertaken.

**B.** ***Monitoring of Records***. The RTA acknowledges the responsibility of the City to monitor its performance and all records relating to projects implemented by the RTA with ARP funds. The RTA hereby acknowledges its responsibility to provide the City, upon reasonable demand, with all records relating to ARP-funded projects implemented by the RTA and hereby agrees to assist the City in reviewing projects undertaken by the RTA with ARP funds. The aforementioned records will be made available at times reasonable to both the RTA and the City, and the RTA's records will be reviewed by the City no less than annually.

## ARTICLE VII - INDEMNITY

**A.** To the fullest extent permitted by law, the RTA will indemnify, defend, and hold harmless the City, its agents, employees, officials, insurers, self-insurance funds, and assigns (collectively, the "**Indemnified Parties**") from and against any and all claims, demands, suits, and judgments of sums of money accruing against the Indemnified Parties: for loss of life or injury or damage to persons or property arising from or relating to any act or omission or the operation of the RTA, its agents or employees while engaged in or in connection with the discharge or performance of any Services under this Agreement; and for any and all claims and/or liens for labor, services, or materials furnished to the RTA in connection with the performance of work under this Agreement.

**B.** ***Limitation***. RTA's indemnity does not extend to any loss arising from the gross negligence, negligence, or willful misconduct of any of the Indemnified Parties, provided that neither the RTA nor any of its agents or employees contributed to such gross negligence, negligence, or willful misconduct.

**C.** ***Independent Duty***. The RTA has an immediate and independent obligation to, at the City's option: **(1)** defend the City from or **(2)** reimburse the City for its costs incurred in the defense of any claim that actually or potentially falls within this indemnity, even if: **(a)** the allegations are or may be groundless, false, or fraudulent; or **(b)** the RTA is ultimately absolved from liability.

**D.** ***Expenses***. Notwithstanding any provision to the contrary, the RTA shall bear the expenses including, but not limited to, the City's reasonable attorney fees and expenses, incurred by the City in enforcing this indemnity.

## ARTICLE VIII - INSURANCE

**A.** The Contractor shall retain the right to self-insure for any and/or all the required insurance coverages. The Contractor shall be able to meet the specific policy limits of liability, referenced below, through a combination of primary and umbrella /excess coverage.

**B.** Except as otherwise noted, at all times during this Agreement or the performance of work required by this Agreement, the RTA will maintain its insurance in full force and effect for the duration of the work under this Agreement. Evidence of coverage shall be provided prior to the start of any activities/work in conjunction with the RTA's scope of work under the Agreement. If the RTA maintains broader coverage and/or higher limits than the minimums shown below, the City shall be entitled to the broader coverage and/or the higher limits maintained by the RTA. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.

**C.** ***Minimum Requirements***.

**1.** Workers' Compensation & Employers' Liability Insurance in compliance with the *Louisiana Workers' Compensation Act(s)*. Statutory and Employers' Liability Insurance with limits not less than $1,000,000.00.

**2.** Commercial General Liability Insurance including contractual liability insurance, products and completed operations, personal & advertising injury, bodily injury, property damage, and any other type of liability for which this Agreement applies with limits of liability not less than $1,000,000.00 each occurrence / $2,000,000.00 policy aggregate.

**3.** Automobile Liability Insurance with a combined single limit of liability not less than $500,000.00 per accident for bodily injury and property damage. Insurance shall include all owned, non-owned, and hired vehicles.

**D.** The RTA shall be able to meet the above-referenced specific policy limits of liability through a combination of primary and umbrella / excess coverage.

**E.** ***Important Note***. The obligations for the RTA to procure and maintain insurance shall not be construed to waive nor restrict other obligations. It is understood that neither failure to comply nor full compliance with the foregoing insurance requirements shall limit or relieve the RTA from any liability incurred as a result of their activities/operations in conjunction with the RTA's obligations and/or scope of work.

**F.** ***Additional Insured Status***. The RTA and all subcontractors, where applicable, will provide and maintain current, a certificate of insurance, naming the City of New Orleans, its departments, political subdivisions, officers, officials, employees, and volunteers as "Additional Insureds," covered on the Commercial General Liability policy with respect to liability arising out of the performance of this Agreement. Commercial General Liability insurance can be provided in the form of an endorsement to the RTA's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10 and CG 20 37 if later revisions are used). The Additional Insured Box shall be marked "Y" for Commercial General Liability coverage, and the Subrogation Waiver Box must be marked "Y" for Workers' Compensation / Employers' Liability and Property coverage.

**G.** The RTA shall require and verify that all subcontractors, where applicable, maintain insurance and coverage meeting all the requirements stated herein or that the RTA shall cover subcontractor liability. The certificate of insurance, as evidence of all required coverage, should name the City of New Orleans Risk Manager as "Certificate Holder" and be delivered via U.S. Mail to the Chief Administrative Office, 1300 Perdido Street, Suite 9E06, New Orleans, LA 70112, with a copy forwarded to Risk Management Division, 1300 Perdido Street, Suite 9E06 – City Hall, New Orleans, LA 70112.

**H.** For any claims related to this Agreement, the RTA's insurance coverage shall be primary insurance with respect to the City, its departments, political subdivisions, officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City shall not contribute to the RTA's coverage.

**I.** ***Claims Made Policies***. If applicable, the retroactive date must be shown before the date of the Agreement or the beginning of work. If the coverage is cancelled or non-renewed and not replaced with another claims made policy, the RTA must purchase "extended reporting" coverage for a minimum of three (3) years after the termination of this Agreement.

**J.** ***Waiver of Subrogation***. The RTA and its insurers agree to waive any right of subrogation that any insurer may acquire against the City by virtue of the payment of any loss under the insurance required by this Agreement.

**K.** ***Notice of Cancellation***. Each insurance policy required above shall provide that coverage shall not be cancelled, allowed to expire, nor altered without prior notice to the City of at least thirty (30) days.

**L.** ***Acceptability of Insurers***. Insurance is to be placed with insurers licensed and authorized to do business in the State of Louisiana with a current A.M. Best's rating of no less than A: VII, unless otherwise acceptable to the City.

***M.*** ***Notice***. Within ten (10) calendar days of the City's request, the RTA will provide the following documents to the City of New Orleans at City of New Orleans, Attn: Risk Manager, 1300 Perdido Street, Suite 9E06, New Orleans, LA 70112 – Ref.: Zero Transit Fare CEA: copies of all policies of insurance, including all policies, forms, and endorsements. Without notice from the City, the RTA will **(1)** replenish any policy aggregate limit that is impaired before commencement of any work or continuation of any work under this Agreement, and **(2)** substitute its insurance coverage with coverage acceptable to the City within thirty (30) days, if any insurance company providing any insurance with respect to this Agreement is declared bankrupt, becomes insolvent, loses the right to do business in Louisiana, or ceases to meet the requirements of this Agreement.

**N.** ***Special Risks or Circumstances***. The City of New Orleans shall reserve the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer coverage, or other circumstances.

## ARTICLE IX - PERFORMANCE MEASURES

**A.** ***Factors***. The City will measure the performance of the RTA according to the following non-exhaustive factors: work performed in compliance with the terms of the Agreement; staff availability; staff training; staff professionalism; staff experience; customer service; communication and accessibility; prompt and effective correction of situations and conditions; and

timeliness and completeness of submission of requested documentation (such as records, receipts, invoices, insurance certificates, and computer-generated reports).

**B.** ***Failure to Perform***. If the RTA fails to perform according to the Agreement, the City will notify the RTA. If there is a continued lack of performance after notification, the City may declare the RTA in default and may pursue any appropriate remedies available under the Agreement and/or any applicable law. In the event of a notification of default, the City will seek full recovery from the RTA.

## ARTICLE X - NON-DISCRIMINATION

**A.** ***Equal Employment Opportunity***. In all hiring or employment made possible by, or resulting from this Agreement, the RTA **(1)** will not discriminate against any employee or applicant for employment because of race, color, religion, sex, gender, age, physical or mental disability, national origin, sexual orientation, creed, culture, or ancestry, and **(2)** where applicable, will take affirmative action to ensure that the RTA's employees are treated during employment without regard to their race, color, religion, sex, gender, age, physical or mental disability, national origin, sexual orientation, creed, culture, or ancestry. This requirement shall apply to, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. All solicitations or advertisements for employees shall state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, gender, age, physical or mental disability, national origin, sexual orientation, creed, culture, or ancestry.

**B.** ***Non-Discrimination***. In the performance of this Agreement, the RTA will not discriminate on the basis, whether in fact or perception, of a person's race, color, creed, religion, national origin, ancestry, age, sex, gender, sexual orientation, gender identity, domestic partner status, marital status, physical or mental disability, or AIDS- or HIV-status against **(1)** any employee of the City working with the RTA in any of the RTA's operations within Orleans Parish or **(2)** any person seeking accommodations, advantages, facilities, privileges, services, or membership in all business, social, or other establishments or organizations operated by the RTA. The RTA agrees to comply with and abide by all applicable federal, state, and local laws relating to non-discrimination, including, without limitation, *Title VI*, and *Title VII of the Civil Rights Act of 1964*, *Section V of the Rehabilitation Act of 1973*, and *the Americans with Disabilities Act of 1990*.

**C.** ***Incorporation into Subcontracts***. The RTA will incorporate the terms and conditions of this Article into all subcontracts, by reference or otherwise, and will require all subcontractors to comply with those provisions.

**D.** The City may terminate this Agreement for cause if the RTA fails to comply with any obligation in this Article, which failure is a material breach of this Agreement.

## ARTICLE XI - INDEPENDENT ENTITY

**A.** ***Independent Entity Status***. The RTA is an independent entity and shall not be deemed an employee, servant, agent, partner, or joint venture of the City and will not hold itself nor any of its employees, subcontractors, or agents to be an employee, partner, or agent of the City.

**B.** ***Exclusion of Worker's Compensation Coverage***. The City will not be liable to the RTA, as an independent contractor as defined in *La. R.S. 23:1021(7)*, for any benefits or coverage

as provided by *the Workmen's Compensation Law of the State of Louisiana*. Under the provisions of *La. R.S. 23:1034*, any person employed by the RTA will not be considered an employee of the City for the purpose of Worker's Compensation coverage.

**C.** ***Exclusion of Unemployment Compensation Coverage.*** The RTA, as an independent contractor, is being hired by the City under this Agreement for hire and defined in *La. R.S. 23:1472(12)(E)*, and neither the RTA nor anyone employed by it will be considered an employee of the City for the purpose of unemployment compensation coverage, which coverage same being hereby expressly waived and excluded by the Parties, because **(1)** the RTA has been and will be free from any control or direction by the City over the performance of the services covered by this Agreement; **(2)** the services to be performed by the RTA are outside the normal course and scope of the City's usual business; and **(3)** the RTA has been independently engaged in performing the services required under this Agreement prior to the date of this Agreement.

**D.** ***Waiver of Benefits.*** The RTA, as an independent contractor, will not receive from the City any sick and annual leave benefits, medical insurance, life insurance, paid vacations, paid holidays, sick leave, pension, or Social Security for any services rendered to the City under this Agreement.

## ARTICLE XII - NOTICE

**A.** ***In General.*** Except for any routine communication, any notice, demand, communication, or request required or permitted under this Agreement will be given in writing and delivered in person or by certified mail, return receipt requested as follows:

**1.** ***To the City:***

Gilbert Montaño
Chief Administrative Officer
City of New Orleans
1300 Perdido Street, Suite 9E06
New Orleans, LA 70112

&

Sunae Villavaso, Director
Mayor's Office of Workforce Development
City of New Orleans
1307 Oretha Castle Haley Blvd., Suite 3000
New Orleans, LA 70113

&

Donesia D. Turner
City Attorney
City of New Orleans
1300 Perdido Street, Suite 5E03
New Orleans, LA 70112

**2.** ***To RTA:***

Mark Chesnek

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

*With a copy to*:

Tracy L. Tyler
General Counsel
New Orleans Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119

**B.** ***Effectiveness.*** Notices are effective when received, except any notice that is not received due to the intended recipient's refusal or avoidance of delivery. If the intended recipient refuses or avoids delivery, then the date of the first attempted delivery will be deemed the date of receipt.

**C.** ***Notification of Change.*** Each Party is responsible for notifying the other in writing that references this Agreement of any changes in its address(es) set forth above.

## ARTICLE XIII - ADDITIONAL PROVISIONS

**A.** ***Amendment.*** No amendment of or modification to this Agreement shall be valid unless and until executed in writing by the duly authorized representatives of both Parties to this Agreement.

**B.** ***Assignment.*** This Agreement and any part of the RTA's interest in it are not assignable nor transferable without the City's prior written consent.

**C.** ***Choice of Law.*** This Agreement will be construed and enforced in accordance with the laws of the State of Louisiana without regard to its conflict of laws provisions.

**D.** ***Construction of Agreement.*** Neither Party will be deemed to have drafted this Agreement. This Agreement has been reviewed by the Parties and shall be construed and interpreted according to the ordinary meaning of the words used so as to fairly accomplish the purposes and intentions of the Parties. No term of this Agreement shall be construed or resolved in favor of or against the City or the Contractor on the basis of which Party drafted the uncertain or ambiguous language. The headings and captions of this Agreement are provided for convenience only and are not intended to have effect in the construction or interpretation of this Agreement. Where appropriate, the singular includes the plural and neutral words and words of any gender shall include the neutral and other gender.

**E.** ***Entire Agreement.*** This Agreement, including all incorporated documents, constitutes the final and complete agreement and understanding between the Parties. All prior and contemporaneous agreements and understandings, whether oral or written, are superseded by this Agreement and are without effect to vary or alter any terms or conditions of this Agreement.

**F.** ***Exhibits.*** The following documents are incorporated into this Agreement: *Memorandum of Understanding between Ride New Orleans, New Orleans Public Library, and the New Orleans Children and Youth Planning Board*, attached and incorporated herein as **Exhibit "A"** and the *Federal Compliance Provisions*, attached and incorporated herein as **Exhibit "B"**. If any Exhibit differs, in whole or in part, with this Agreement, the higher standard, and the longer timeline, etc., shall prevail, unless the Parties mutually agree otherwise.

**G.** ***Jurisdiction.*** The RTA consents and yields to the jurisdiction of the State Civil Courts of the Parish of Orleans and formally waives any pleas or exceptions of jurisdiction on account of the residence of the RTA.

**H.** ***Limitations of the City's Obligations.*** The City has no obligations not explicitly set forth in this Agreement, in any incorporated documents, or expressly imposed by law.

**I.** ***No Third-Party Beneficiaries.*** This Agreement is entered into for the exclusive benefit of the Parties, and the Parties expressly disclaim any intent to benefit anyone not a Party to this Agreement.

**J.** ***Non-Solicitation Statement.*** The RTA has not employed nor retained any company or person, other than a bona fide employee working solely for it, to solicit or secure this Agreement. The RTA has not paid nor agreed to pay any person, other than a bona fide employee working for it, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from this Agreement.

**K.** ***Non-Waiver.*** The failure of either Party to insist upon strict compliance with any provision of this Agreement, to enforce any right or to seek any remedy upon discovery of any default or breach of the other Party at such time as the initial discovery of the existence of such noncompliance, right, default, or breach shall not affect nor constitute a waiver of either Party's right to insist upon such compliance, exercise such right or seek such remedy with respect to that default or breach or any prior contemporaneous or subsequent default or breach.

**L.** ***Order of Documents.*** In the event of any conflict between the provisions of this Agreement, any incorporated documents, the terms and conditions of the documents will apply in this order: Exhibit "B"; Agreement; Exhibit "A".

**M.** ***Ownership Interest Disclosure.*** The RTA will provide the City with a sworn affidavit listing all natural or artificial persons with an ownership interest in the RTA and stating that no other person holds an ownership interest in the RTA via a counter letter. For the purposes of this provision, an "ownership interest" shall not be deemed to include ownership of stock in a publicly traded corporation or ownership of an interest in a mutual fund or trust that holds an interest in a publicly traded corporation. If the RTA fails to submit the required affidavit, the City may, after thirty (30) days' written notice to the RTA, take such action as may be necessary to cause the suspension of any further payments until such the required affidavits are submitted.

**N.** ***Ownership of Records.*** All records, reports, documents, and other material delivered or transmitted to the RTA by the City, shall remain the property of the City, and shall be returned by the RTA to the City, at the termination or expiration of this Agreement. All work product, including records, reports, documents, or other material related to this Agreement and/or obtained or prepared by the RTA in connection with performance of the services contracted for herein, shall become the property of the City, and shall, upon request, be returned by the RTA to the City at the termination or expiration of this Agreement. The City shall not be restricted in any way whatsoever in the use of such material. The Office of Inspector General may request said records and work product that relate to this Agreement in accordance with *City Code §2-1120.*

**O.** ***Prohibition of Financial Interest in Agreement.*** No elected official nor employee of the City shall have a financial interest, direct or indirect, in this Agreement. For purposes of this provision, a financial interest held by the spouse, child, or parent of any elected official or employee of the City shall be deemed to be a financial interest of such elected official or employee of the City. Any willful violation of this provision, with the expressed or implied knowledge

of the RTA, shall render this Agreement voidable by the City and shall entitle the City to recover, in addition to any other rights and remedies available to the City, all monies paid by the City to the RTA pursuant to this Agreement without regard to the RTA's otherwise satisfactory performance of the Agreement.

**P.** ***Prohibition on Political Activity.*** None of the funds, materials, property, or services provided directly or indirectly under the terms of this Agreement shall be used in the performance of this Agreement for any partisan political activity, or to further the election or defeat of any candidate for public office.

**Q.** ***Remedies Cumulative.*** No remedy set forth in the Agreement or otherwise conferred upon or reserved to any Party shall be considered exclusive of any other remedy available to a Party. Rather, each remedy shall be deemed distinct, separate, and cumulative and each may be exercised from time to time as often as the occasion may arise or as may be deemed expedient.

**R.** ***Severability.*** Should a court of competent jurisdiction find any provision of this Agreement to be unenforceable as written, the unenforceable provision should be reformed, if possible, so that it is enforceable to the maximum extent permitted by law. If reformation is not possible, then the unenforceable provision shall be fully severable. The remaining provisions of the Agreement shall remain in full force and effect and shall be construed and enforced as if the unenforceable provision was never a part of the Agreement.

**S.** ***Special Conditions for Agreements with Contractors using ARP Funds.*** The *Federal Compliance Provisions*, attached as Exhibit "B" to this Agreement, are expressly incorporated into this Agreement and effective immediately, as the City has indicated that it will or may seek ARP Program funding from Treasury in connection with the Services to be performed under this Agreement. The RTA shall attest to and acknowledge Exhibit "B", by affixing its signature on the last page of Exhibit "B", which is required for agreements with compensation that exceed $100,000.00.

**T.** ***Subcontractor Reporting.*** Upon the City's request, the RTA will provide a list of all natural or artificial persons who are retained by the RTA at the time of the Agreement's execution and who are expected to perform work as subcontractors in connection with the RTA's work for the City. For any subcontractor proposed to be retained by the RTA to perform work on the Agreement with the City, the RTA must provide notice to the City within thirty (30) days of retaining that subcontractor. If the RTA fails to submit the required lists and notices, the City may, after thirty (30) days' written notice to the RTA, take any action it deems necessary, including, without limitation, causing the suspension of any payments, until the required lists and notices are submitted.

**U.** ***Survival of Certain Provisions.*** All representations and warranties and all obligations concerning record retention, inspections, audits, ownership, insurance, indemnification, payment, remedies, jurisdiction, and choice of law shall survive the expiration, suspension, or termination of this Agreement and continue in full force and effect.

**V.** ***Terms Binding.*** The terms and conditions of this Agreement are binding on any heirs, successors, transferees, and assigns.

## ARTICLE XIV - COUNTERPARTS

This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original copy of this Agreement, but all of which, when taken together, shall

constitute one and the same agreement.

## ARTICLE XV - ELECTRONIC SIGNATURE AND DELIVERY

The Parties agree that a manually signed copy of this Agreement and any other document(s) attached to this Agreement delivered by email shall be deemed to have the same legal effect as delivery of an originally signed copy of this Agreement. No legally binding obligation shall be created with respect to a Party until such Party has delivered or caused to be delivered a manually signed copy of this Agreement.

**[SIGNATURES CONTAINED ON THE NEXT PAGE]**

**[The remainder of this page is intentionally left blank.]**

**IN WITNESS WHEREOF**, the City and the RTA, through their duly authorized representatives, execute this Agreement.

**CITY OF NEW ORLEANS**

**BY:** _____
**LATOYA CANTRELL, MAYOR**

**Executed on this** 26th **of** November, **2024.**

**FORM AND LEGALITY APPROVED:**
**LAW DEPARTMENT**

**BY:** _____

**PRINTED NAME:** Andrew Gregorian

**NEW ORLEANS REGIONAL TRANSIT AUTHORITY**

**BY:** _____
**LONA EDWARDS HANKINS, CHIEF EXECUTIVE OFFICER**

_____
**FEDERAL TAX I.D.**

**[EXHIBITS FOLLOW ON THE NEXT PAGE]**

Exhibit "A"

**Memorandum of Understanding**

**City of New Orleans Opportunity Youth Zero Fare Pilot Program**

This Memorandum of Understanding (MOU) between **Ride New Orleans ("RIDE")**, the **New Orleans Public Library ("NOPL" or "Library")** and the **New Orleans Children and Youth Planning Board ("NOLA CYPB")** is entered into effective this date, 03/07/2024 for the completion of activities for the New Orleans Youth Zero Fare (Opportunity Pass) Pilot Program. This program will result in the completion of a pilot program to study the benefits of zero-fare transit for Orleans Parish residents from ages 16-24.

In 2023, the City of New Orleans created a Youth Fare Transportation fund for the purpose of funding "programs executed by the New Orleans RTA that provide free public transit for our youth," and has made a one-time allocation of $2.5 million from American Rescue Plan funds for the program. These funds are being used to support a one-year pilot program that will make free RTA passes available to Orleans Parish residents aged 16-24, which is anticipated to launch in the Summer of 2024. The purpose of the pilot program is to learn from participants and gather detailed data that will support the design and implementation of a permanent program.

The pilot program will be administered through a partnership between the Regional Transit Authority, New Orleans Public Library, Ride New Orleans, and NOLA CYPB:

- The NOLA Public Library will administer the program and oversee enrollment and pass distribution.
- Ride New Orleans will assist with program development, administration, and outreach and will oversee impact assessment and reporting.
- NOLA CYPB would assist with program development and OY provider outreach.
- The Regional Transit Authority will provide ridership/financial data to facilitate program development, coordinate the fare media being used for the pilot through the Le Pass app, and release data on pass usage.

## I. Purpose and Terms

The purpose of this agreement is to establish an agreement among RIDE, NOPL, and NOLA CYPB concerning their respective roles and responsibilities for implementation of certain activities which are part of the overall Zero Fare Pilot Program. The terms of this agreement are contingent upon:

- The execution of a Cooperative Endeavor Agreement (CEA) between **Ride New Orleans** and the **City of New Orleans** to undertake the activities described in the agreement.
- The execution of a Cooperative Endeavor Agreement (CEA) between the **Regional Transit Authority** and the **City of New Orleans** to undertake the activities described in the agreement.

## II. Period of Agreement

This agreement is for a period of two years. The agreement becomes effective upon the signing of all parties to this agreement. This agreement may be modified, renewed or extended upon the written consent of all parties.

## III. Activities and Funding

### *A. Project Activities and Tasks*

- **Task 1** is project management, running from approximately January 2024 to the conclusion of the project in December 2025.
- **Task 2** is program design, envisioned to run from January to April 2024, where the details of the project will be finalized.
    - Task 2 also includes the development of materials such as training guides that will be used for task 3.
- **Task 3** is training and implementation, anticipated to run from April to June 2024 in preparation for the one-year year pilot.
- **Task 4** is marketing and outreach, anticipated to run from April 2024 to December 2024.
- **Task 5** is program administration, involving the day-to-day management of the program by the library, including signing people up, reporting data on program usage, and billing the city for fare reimbursements.
- **Task 6** is evaluation and data reporting, an assessment of the program's success and participant involvement.

### *B. Project Timeline*

The zero fare pilot is anticipated to run for a period of one year and to launch publicly in July 2024 and conclude in June 2025. This timeline is subject to the execution of all agreements described in Part I at least 90 days prior to the initiation of Task 5. The launch date and/or duration of the pilot program may be modified with the written agreement of all parties.

1. Project management (January 2024 - December 2025)
2. Program design (January - April 2024)
3. Training and implementation (April - September 2024)
4. Marketing and outreach (April - December 2024)
5. Program administration (July 2024 - June 2025)
6. Evaluation and data reporting (July 2024 - December 2025)

### *C. Roles and Responsibilities of undersigned parties*

Ride New Orleans, the New Orleans Public Library, and NOLA CYPB will be responsible for the following activities:

The New Orleans Public Library (NOPL) will be the primary administrator for enrolling participants. The Library will be responsible for the following activities:

- Participate in regular project management meetings during the program development phase (anticipated to occur monthly during the project development phase and quarterly thereafter.)
- Distribute instructional materials and information to program participants.
- Administer in-person sign-ups for the Zero Fare pilot at all 15 library locations.
- Distribute program information to participants during the sign-up process.
- Collect intake questionnaire information from program participants, and maintain such information in a shared spreadsheet as part of program administration.
- Collaborate with marketing and outreach efforts through the library website, social media, and other channels.

Ride New Orleans will be responsible for the following activities:

- Convene and lead regular project management meetings during the program development phase,anticipated to occur monthly during the project development phase and quarterly thereafter.
- Develop an intake questionnaire for enrolling zero fare pilot participants. The intake questionnaire will collect sign-up and demographic information to be jointly approved by RIDE and NOPL with input from other project partners.
- Lead development of instructional materials and information for program participants, with input from other project partners.
- Lead development of training and outreach materials for project partners and Opportunity Youth service providers.
- Hire and train three (3) opportunity youth ambassadors to oversee youth engagement and education activities associated with the pilot, and to assist with pilot troubleshooting and implementation.
- Develop and administer a paid, quarterly panel survey of opportunity youth pilot participants to assess program impacts.
- During the program administration phase of the project, provide quarterly reporting to the City and other partners regarding project status, enrollment, program usage.
- In collaboration with NOLA CYPB, co-create the final results report for the pilot program that aligns with the Youth Master Plan and is useful toward policy and sustainability.

NOLA CYPB will be responsible for the following activities:

- Co-create operational plan for pilot program implementation
- Troubleshoot and monitor plan implementation to ensure successes

- Follow-up and feedback across relevant audiences to inform successes and course-corrections
- Hold agenda for pilot planning and implementation updates, invitations, and results in existing standing OY Provider meetings, and convene additional meetings as needed
- Advance and monitor pilot program through trusted relationships with OY Provider Community
- Co-create results report for pilot program that aligns with the Youth Master Plan and is useful toward policy and sustainability.

All parties will provide access to relevant data and findings gained through the project activities.

### *D. Roles and Responsibilities of other partners*

The City of New Orleans will be responsible for the following activities:

- Participate in regular project management meetings during the program development phase (anticipated to occur monthly during the project development phase and quarterly thereafter.)
- Assist with program design and administration to ensure compliance with applicable City regulations and American Rescue Plan requirements.
- Provide necessary reporting to the Federal government on ARP funds usage
- Assist with promotion and outreach of the zero fare pilot program through City websites, social media, and other channels
- Reimburse the Regional Transit Authority for fare revenue based on the agreed-upon fare structure.
- Reimburse other parties for documented administrative outreach and marketing costs included in the budget.

The Regional Transit Authority will supply passes for the Zero Fare pilot through the Le Pass app. The RTA will be responsible for the following activities:

- Participate in regular project management meetings during the program development phase (anticipated to occur monthly during the project development phase and quarterly thereafter.)
- Develop an appropriate fare media option through the Le Pass app which:
    - Allows NOPL to enroll participants in the Zero Fare pilot program
    - Allows tracking of actual usage by pilot participants
- Collect and report usage data for program participants
- Invoice the City of New Orleans to reimburse fare revenue.
- Respond to technical questions and provide information to the project team regarding Le Pass.
- Provide access to relevant data on pass usage as needed
- Assist with program promotion through the RTA website and social media.

*E. Funding*

There will be no exchange of funds between RIDE, NOLA CYPB, and NOPL for the purposes of this project. It is anticipated that program development, outreach and administration expenses incurred by NOLA CYPB and RIDE will be compensated by the City of New Orleans up to the amounts described in **Appendix A (NOLA CYPB Budget)** and **Appendix B (Ride New Orleans Budget)**.

It is anticipated that the RTA will invoice the City for participants enrolled in the program under a billing structure to be determined in agreement with the City of New Orleans. It is anticipated that the program will be billed on a per-ride basis using a fare capping structure. For 19-24 riders, the RTA will be reimbursed $1.25 per ride, up to a maximum reimbursement of $3 per day, $45 per month. For 16-18 riders, the RTA will be reimbursed $0.50 per ride, up to a maximum of $1 per day and $18 per month.

## IV. Project Coordination and Decision Making

RIDE, NOPL, and NOLA CYPB will attend regular project coordination meetings, and adhere to the commitments made in project meetings in support of the project outcomes.

## V. Data Sharing & Confidentiality

The parties agree to share necessary data and information relevant to the program for the purpose of achieving the program objectives.

Both parties acknowledge the sensitive nature of program participant data gathered during the pilot and agree to maintain confidentiality. Confidential information shall not be disclosed to third parties without prior written consent from all parties.

## VI. Conflict Resolution

In the event of conflicts or disputes arising during the collaboration, the parties agree to engage in constructive dialogue and mediation to seek resolution. If mediation fails to resolve the issue, the parties may seek assistance from a mutually agreed-upon third party or seek legal counsel as a last resort.

## VII. Termination

This Memorandum of Understanding may be terminated by mutual agreement of both parties or by either party upon providing written notice to the other party at least thirty (30) days in advance. Termination shall not affect the rights and obligations accrued prior to the termination date.

Upon receipt of written notice of termination, both parties shall engage in good faith efforts to conclude outstanding activities and responsibilities in an orderly manner. All property,

documents, and records shall be returned to their respective owners, and both parties shall fulfill any outstanding obligations prior to the termination date.

## VIII. Authorization

By signing this document, the undersigned parties agree to the responsibilities described in this MOU.

**Ride New Orleans (RIDE)**

| | | |
|---|---|---|
| | Courtney Jackson, Executive Director | 03/07/2024 |
| *(signature)* | *(representative name and title)* | *(date)* |

**New Orleans Public Library (NOPL)**

| | | |
|---|---|---|
| Emily Painton | Emily Painton Executive Director | 3/7/2024 |
| *(signature)* | *(representative name and title)* | *(date)* |

**New Orleans Children and Youth Planning Board (NOLA CYPB)**

| | | |
|---|---|---|
| Karen Evans | Karen Evans, Executive Director | 03/07/2024 |
| *(signature)* | *(representative name and title)* | *(date)* |

## Appendix A - NOLA CYPB Budget:

ZERO FARE TRANSIT PILOT PROGRAM IMPLEMENTATION (2024)

| Deliverable Description | Budget Narrative | Total Cost |
|---|---|---|
| **THOUGHT PARTNERSHIP**<br>• Co-create operational plan for pilot program implementation<br>• Troubleshoot and monitor plan implementation to ensure successes<br>• Follow-up and feedback across relevant audiences to inform successes and course-corrections | 8 hours / month of CYPB Team time x CYPB Team rate of $90/hour x 10 months total +<br><br>26% of CYPB Team Benefits | $7,200<br><br>$1,872 |
| | **Thought Partnership Subtotal:** | **$9,072** |
| **ACCESS, INFO & RELATIONSHIP CONVENERS FOR OPPORTUNITY YOUTH (OY) PROVIDERS**<br>• Hold agenda for pilot planning and implementation updates, invitations, and results in existing standing OY Provider meetings, and convene additional meetings as needed<br>• Advance and monitor pilot program through trusted relationships with OY Provider Community | 2 hours / month of CYPB Team time x CYPB Team rate of $90/hour x 10 months total +<br><br>26% of CYPB Team Benefits | $1,800<br><br>$468 |
| | **Access, Info & Relationship Conveners for OY Participants Subtotal:** | **$2,268** |
| **METRICS & EVALUATION**<br>• Co-create results report for pilot program that aligns with the Youth Master Plan and is useful toward policy and sustainability | 75 hours total of contracted CYP8 Data Lead time at rate of $45hour | $3,375 |
| | **Metrics and Evaluation Subtotal:** | **$3,375** |
| | **PROGRAM TOTAL:** | **$14,715** |

## Appendix B - Ride New Orleans Budget:

ZERO FARE TRANSIT PILOT PROGRAM IMPLEMENTATION (2024)

| Deliverable Description | Budget Narrative | Total Cost |
|---|---|---|
| **OPPORTUNITY YOUTH AMBASSADOR PROGRAM**<br>• The Ambassador will serve as a part-time Opportunity Youth (OY) engagement specialist working directly with the Zero-Fare pilot team creating and participating in OY engagement. Ambassadors will facilitate youth engagement and education and lead outreach on Zero-Fare initiative. | 3 opportunity youth ambassadors<br>x<br>60 hours / month per ambassador<br>x<br>8 months total | $28,800 |
| | **Opportunity Youth Ambassador Program Subtotal:** | **$28,800** |
| **PROJECT ADMINISTRATION AND OUTREACH**<br>• Convene and lead regular project management meetings during the program development phase.<br>• Develop the sign-up questionnaire for OY pilot participants in collaboration with other partners.<br>• Lead development of training and outreach materials for project partners and Opportunity Youth service providers. | 20 hours / month of RIDE Team time<br>x<br>RIDE Team rate of $108/hour<br>x<br>6 months total<br><br>Collateral and print costs for training and program outreach materials (2000 pages x $0.75 per page color print) | $12,960<br><br>$1,500 |
| | **Project Administration and Outreach Subtotal:** | **$14,460** |
| **PROGRAM ADMINISTRATION AND EVALUATION**<br>• Develop and administer a paid, quarterly panel survey of opportunity youth pilot participants to assess program impacts.<br>• Provide quarterly reporting to the City and other partners regarding project status, enrollment, program usage.<br>• Co-create the final results report for the pilot program that aligns with the Youth Master Plan and is useful toward policy and sustainability. | 10 hours / month of RIDE Team time<br>x<br>RIDE Team rate of $108/hour x<br>12 months total | $12,960 |
| | **Program Administration and Evaluation Subtotal:** | **$12,960** |
| | **PROGRAM TOTAL:** | **$56,220** |

Exhibit "B"

# FEDERAL COMPLIANCE PROVISIONS FOR AGREEMENTS WITH SUBRECIPIENTS/CONTRACTORS

## FROM 2 CFR PART 200 APPLICABLE TO ALL FEDERAL GRANTS.

1. REMEDIES FOR NON-COMPLIANCE
2. TERMINATION FOR CAUSE AND TERMINATION FOR CONVENIENCE
3. EQUAL OPPORTUNITY ACT
4. EQUAL OPPORTUNITY ACT FOR FEDERALLY ASSISTED CONSTRUCTION CONTRACTS
5. DAVIS-BACON ACT
6. LABOR STANDARDS PROVISIONS APPLICABLE TO CONTRACTS COVERING FEDERALLY FINANCED AND ASSISTED CONSTRUCTION
7. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT
8. COPELAND "ANTI-KICKBACK" ACT
9. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT
10. CLEAR AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT
11. DEBARMENT AND SUSPENSION
12. BYRD ANTI-LOBBYING ACT
13. PROCUREMENT OF RECOVERED MATERIALS
14. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT
15. DOMESTIC PREFERENCES FOR PROCUREMENT
16. PROVISIONS REQUIRED BY LAW DEEMED INSERTED
17. ACCESS TO RECORDS
18. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS
19. NO OBLIGATION BY FEDERAL GOVERNMENT
20. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

1. **REMEDIES FOR NON-COMPLIANCE**
   [See the body of the Agreement/Contract for this language.]

2. **TERMINATION FOR CAUSE AND TERMINATION FOR CONVENIENCE**

   [See the body of the Agreement/Contract for this language.]

3. **EQUAL OPPORTUNITY ACT.**

**A.** Except as otherwise provided under *41 CFR Part 60*, all non-exempt agreements/contracts and/or sub-subrecipient agreements/subcontracts that meet the definition of "federally assisted construction contract" in *41 CFR Part 60-1.3* shall include the equal opportunity clause provided under *41 CFR 60-1.4(b)*, in accordance with *Executive Order 11246*, "Equal Employment Opportunity" (*30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp.*, p. 339), as amended by *Executive Order 11375*, "Amending *Executive Order 11246* Relating to Equal Employment Opportunity," and implementing regulations at *41 CFR Part 60*, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." By operation of the order, the equal opportunity clause shall be considered to be a part of every agreement/contract and sub-subrecipient agreement/subcontract required by the order and the regulations in this part to include a clause, whether or not it is physically incorporated in such agreements/contracts and whether or not the agreement/contract between the agency and the Subrecipient/Contractor is written. During the performance of this Agreement/Contract, the Subrecipient/Contractor agrees as follows:

**(1)** The Subrecipient/Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Subrecipient/Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer, recruitment, or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Subrecipient/Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.

**(2)** The Subrecipient/Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Subrecipient/Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

**(3)** The Subrecipient/Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such

employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Subrecipient/Contractor's legal duty to furnish information.

**(4)** The Subrecipient/Contractor will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or workers' representative of the Subrecipient's/Contractor's commitments under *Section 202 of Executive Order 11246 of September 24, 1965*, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

**(5)** The Subrecipient/Contractor will comply with all provisions of *Executive Order 11246 of September 24, 1965*, and of the rules, regulations, and relevant orders of the Secretary of Labor.

**(6)** The Subrecipient/Contractor will furnish all information and reports required by *Executive Order 11246 of September 24, 1965*, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his or her books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

**(7)** In the event of the Subrecipient's/Contractor's non-compliance with the nondiscrimination clauses of this Agreement/Contract or with any of such rules, regulations, or orders, this Agreement/Contract may be canceled, terminated or suspended in whole or in part, and the Subrecipient/Contractor may be declared ineligible for further Government contracts in accordance with procedures authorized in *Executive Order 11246 of September 24, 1965*, and such other sanctions may be imposed and remedies invoked as provided in *Executive Order 11246 of September 24, 1965*, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

**(8)** The Subrecipient/Contractor will include the provisions of paragraphs (A)(1) through (A)(8) in every sub-subrecipient agreement, subcontract, or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to *Section 204 of Executive Order 11246 of September 24, 1965*, so that such provisions will be binding upon each sub-subrecipient/subcontractor. The Subrecipient/Contractor will take such action with respect to any sub-subrecipient agreement, subcontract, or purchase order as may be directed by the Secretary of Labor as a means of enforcing such provisions including sanctions for noncompliance: *Provided,* however, that in the event the Subrecipient/Contractor becomes involved in, or is threatened with, litigation with a sub-subrecipient/subcontractor as a result of such direction, the Subrecipient/Contractor may request the United States to enter into such litigation to protect the interests of the United States.

## 4. EQUAL OPPORTUNITY ACT FOR FEDERALLY ASSISTED CONSTRUCTION CONTRACTS.

**A.** The applicant hereby agrees that it will incorporate or cause to be incorporated into any

agreement/contract for construction work, or modification thereof, as defined in the regulations of the Secretary of Labor at *41 CFR Chapter 60*, which is paid for in whole or in part with funds obtained from the Federal Government or borrowed on the credit of the Federal Government pursuant to a grant, contract, loan, insurance, or guarantee, or undertaken pursuant to any Federal program involving such grant, contract, loan, insurance, or guarantee, the following equal opportunity clause:

**B.** During the performance of this Agreement/Contract, the Subrecipient/Contractor agrees as follows:

**(1)** The Subrecipient/Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Subrecipient/Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Subrecipient/Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

**(2)** The Subrecipient/Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Subrecipient/Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

**(3)** The Subrecipient/Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Subrecipient's/Contractor's legal duty to furnish information.

**(4)** The Subrecipient/Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Subrecipient's/Contractor's commitments under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

**(5)** The Subrecipient/Contractor will comply with all provisions of *Executive Order 11246 of September 24, 1965*, and of the rules, regulations, and relevant orders of the Secretary of Labor.

**(6)** The Subrecipient/Contractor will furnish all information and reports required by *Executive Order 11246 of September 24, 1965*, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

**(7)** In the event of the Subrecipient's/Contractor's noncompliance with the nondiscrimination clauses of this Agreement/Contract or with any of the said rules, regulations, or orders, this Agreement/Contract may be canceled, terminated, or suspended in whole or in part, and the Subrecipient/Contractor may be declared ineligible for further Government contracts or federally assisted construction agreements/contracts in accordance with procedures authorized in *Executive Order 11246 of September 24, 1965*, and such other sanctions may be imposed and remedies invoked as provided in *Executive Order 11246 of September 24, 1965*, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

**(8)** The Subrecipient/Contractor will include the language in Subsection (B) and the provisions of paragraphs (B)(1) through (B)(8) in every sub-subrecipient agreement, subcontract, or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to *Section 204 of Executive Order 11246 of September 24, 1965*, so that such provisions will be binding upon each sub-subrecipient/subcontractor. The Subrecipient/Contractor will take such action with respect to any sub-subrecipient agreement, subcontract, or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: *Provided,* however, that in the event a Subrecipient/Contractor becomes involved in, or is threatened with, litigation with a sub-subrecipient/subcontractor as a result of such direction by the administering agency, the Subrecipient/Contractor may request the United States to enter into such litigation to protect the interests of the United States.

**(9)** The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: *Provided,* That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the Agreement/Contract.

**(10)** The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of Subrecipients/Contractors and sub-subrecipients/subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

**(11)** The applicant further agrees that it will refrain from entering into any Agreement/Contract or contractual modification subject to *Executive Order 11246 of September 24, 1965*, with a Subrecipient/Contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive

Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon Subrecipients/Contractors and sub-subrecipients/subcontractors by the administering agency or the Secretary of Labor pursuant to *Part II, Subpart D of the Executive Order.*

**(12)** The applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

## 5. DAVIS-BACON ACT.

**A.** (For prime construction contracts in excess of $2,000.00)

**(1)** Applicable agreements/contracts must comply with the *Davis Bacon Act*, as amended (*40 U.S.C. 3141-3148*). In accordance with the statute, Subrecipients/Contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, Subrecipients/Contractors must be required to pay wages not less than once a week.

## 6. LABOR STANDARDS PROVISIONS APPLICABLE TO CONTRACTS COVERING FEDERALLY FINANCED AND ASSISTED CONSTRUCTION

**A.** (For construction agreements/contracts (incl. alteration and/or repair, including painting and decorating) of a public building or public work, or building or work financed in whole or part from Federal funds.)

**(1)** ***Minimum wages.***

(i) ***Wage rates and fringe benefits***. All laborers and mechanics employed or working upon the site of the work (or otherwise working in construction or development of the project under a development statute), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under *the Copeland Act* (*29 CFR Part 3*)), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the Subrecipient/Contractor and such laborers and mechanics. The appropriate wage determinations are effective by operation of law even if they have not been attached to the Agreement/Contract. Contributions made or costs reasonably anticipated for bona fide fringe benefits under *the Davis-Bacon Act (40 U.S.C. 3141(2)(B)* on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (A)(1)(viii) of this section; also, regular contributions made or costs incurred for more than a weekly

period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work actually performed, without regard to skill, except as provided *in § 5.5(a)(4)*. Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: *Provided,* That the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classification and wage rates conformed under paragraph (A)(1)(iii) of this section) and the Davis-Bacon poster (WH-1321) shall be posted at all times by the Subrecipient/Contractor and its sub-subrecipients/subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

**(ii)** ***Frequently recurring classifications***. In addition to wage and fringe benefit rates that have been determined to be prevailing under the procedures set forth in *29 CFR Part 1*, a wage determination may contain, pursuant to *Part 1.3(f)*, wage and fringe benefit rates for classifications of laborers and mechanics for which conformance requests are regularly submitted to the paragraphs relating to conformance in this section, provided that:

- The work performed by the classification is not performed by a classification in the wage determination for which a prevailing wage rate has been determined.
- The classification is used in the area by the construction industry; and
- The wage rate for the classification bears a reasonable relationship to the prevailing wage rates contained in the wage determination.

The Administrator will establish wage rates for such classifications based on the proposed wage rate, including any bona fide fringe benefits, that bears a reasonable relationship to the wage rates contained in the wage determination. Work performed in such classification must be paid at no less than the wage and fringe benefit rate listed on the wage determination for such classification.

***Conformance related provisions include paragraphs (A)(1)(iii)-(A)(1)(vi).***

**(iii)** The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination, and which is to be employed under the Agreement/Contract, be classified in conformance with the wage determination. Conformance of an additional classification and wage rate and fringe benefits is appropriate only when the following criteria have been met:

- The work to be performed by the classification requested is not performed by a classification in the wage determination; and
- The classification is used in the area by the construction industry; and
- The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.

The conformance process may not be used to split, subdivide, or otherwise avoid application of classifications listed in the wage determination.

**(iv)** If the Subrecipient/Contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer by email to DBAconformance@dol.gov . The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within thirty (30) days of receipt and so advise the contracting officer or will notify the contracting officer within the thirty-day period that additional time is necessary.

**(v)** In the event the Subrecipient/Contractor, the laborers, or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall, by email to DBAconformance@dol.gov, refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination within thirty (30) days of receipt and so advise the contracting officer or will notify the contracting officer within the thirty-day period that additional time is necessary. The contracting officer must promptly notify the Subrecipient/Contractor of the action taken by the Wage and Hour Division under paragraphs (A)(1)(iv) and (A)(1)(v) of this section. The Subrecipient/Contractor must furnish a written copy of such determination to each affected worker, or it must be posted as a part of the wage determination. The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (A)(1)(iv) and (A)(1)(v) of this section must be paid to all workers performing work in the classification under this Agreement/Contract from the first day on which work is performed in the classification.

**(vi)** ***Fringe Benefits Not Expressed as an Hourly Rate***. Whenever the minimum wage rate prescribed in the agreement/contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the Subrecipient/Contractor shall either pay the benefit as stated in the wage determination or shall pay another bona fide fringe benefit or an hourly cash equivalent thereof.

**(vii)** ***Unfunded Plans***. If the Subrecipient/Contractor does not make payments to a trustee or other third person, the Subrecipient/Contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, *Provided,* That the Secretary of Labor has found, upon the written request of the Subrecipient/Contractor, in accordance with the criteria set forth in *§ 5.28*, that the applicable standards of the *Davis-Bacon Act* have been met. The Secretary of Labor may require the Subrecipient/Contractor to set aside in a separate account asset for the meeting of obligations under the plan or program.

(viii) ***Interest***. In the event of a failure to pay all or part of the wages required by the agreement/contract, the Subrecipient/Contractor will be required to pay interest on any underpayment of wages.

(2) ***Withholding.*** The Federal agency or the City of New Orleans may, upon its own action, or shall, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld from the Subrecipient/Contractor so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime Subrecipient/Contractor or any sub-subrecipient/subcontractor for the full amount of wages and monetary relief, including interest, required by the paragraphs in Subsection (A) of this section for violations of this Agreement/Contract, or to satisfy any such liabilities required by any other Federal agreement/contract, or federally assisted agreement/contract subject to *Davis-Bacon labor standards*, that is held by the same prime Subrecipient/Contractor (as defined in *§5.2*). The necessary funds may be withheld from the Subrecipient/Contractor under this Agreement/Contract, any other Federal Agreement/Contract with the same prime Subrecipient/Contractor, or any other Federally assisted Agreement/Contract that is subject to Davis-Bacon labor standards requirements and is held by the same prime Subrecipient/Contractor, regardless of whether the other agreement/contract was awarded or assisted by the same agency, and such funds may be used to satisfy the Subrecipient/Contractor liability for which the funds were withheld. In the event of a Subrecipient's/Contractor's failure to pay any laborer or mechanic, including any apprentice or helper working on the site of the work (or otherwise working in construction or development of the project under a development statute) all or part of the wages required by the Agreement/Contract, or upon the Subrecipient's/Contractor's failure to submit the required records as discussed in the paragraphs of this section relating to required disclosures and access, the Federal agency may on its own initiative and after written notice to the Subrecipient/Contractor, sponsor, applicant, owner, or other entity, as the case may be, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

(i) ***Priority to withheld funds.*** The Department has priority to funds withheld or to be withheld in accordance with paragraph regarding withholding or the provisions relating to the *Contract Work Hours and Safety Standards Act*, or both, over claims to those funded by:

- A Subrecipient's/Contractor's surety(ies), including without limitation performance bond sureties and payment bond sureties;
- A contracting agency for its reprocurement costs;
- A trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a Subrecipient/Contractor, or a Subrecipient's/Contractor's bankruptcy estate;
- A Subrecipient's/Contractor's assignee(s);
- A Subrecipient's/Contractor's successor(s); or
- A claim asserted under the *Prompt Payment Act, 31 U.S.C. 3901-3907.*

(3) ***Records and Certified Payrolls.***

(i) ***Basic Record Requirements***. All regular payrolls and other basic records must be maintained by the Subrecipient/Contractor and any sub-subrecipient/subcontractor during the course of the work and preserved for all laborers and mechanics working at the site of the work (or otherwise working in construction or development of the project under a development statute) for a period of at least three (3) years after all the work on the prime Agreement/Contract is completed. Such records must contain the name; Social Security number; last known address, telephone number, and email address of each such worker; each worker's correct classification(s) of work actually performed; hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in *40 U.S.C. 3141(2)(B) of the Davis Bacon Act*); daily and weekly number of hours actually worked in total and on each covered agreement/contract; deductions made; and actual wages paid. Whenever the Secretary of Labor has found under paragraph (A)(1)(vii) of this section that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in *40 U.S.C. 3141(2)(B) of the Davis-Bacon Act*, the Subrecipient/Contractor must maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits. Subrecipients/Contractors with apprentices working under approved programs must maintain written evidence of the registration of apprenticeship programs, the registration of the apprentices, and the ratios and wage rates prescribed in the applicable programs.

(ii) ***Certified Payroll Requirements***. The Subrecipient/Contractor or sub-subrecipient/subcontractor shall submit weekly, for each week in which any *DBA- or Related Acts*-covered work is performed, certified payrolls to the appropriate Federal agency, if the agency is a party to the Agreement/Contract, but if the agency is not a party, the Subrecipient/Contractor shall submit the certified payrolls to the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records, for transmission to the appropriate Federal agency. The prime Subrecipient/Contractor is responsible for the submission of all certified payrolls by all sub-subrecipients/subcontractors. A contracting agency or prime Subrecipient/Contractor may permit or require sub-subrecipients/subcontractors to submit certified payrolls through an electronic system, as long as the electronic system requires a legally valid signature; the system allows the Subrecipient/Contractor, the contracting agency, and the Department of Labor to access the certified payrolls upon request for at least three (3) years after the work on the prime agreement/contract has been completed; and the contracting agency or prime Subrecipient/Contractor permits other methods of submission in situations where the Subrecipient/Contractor or the sub-subrecipient/subcontractor is unable or limited in its ability to use or access the electronic system. The certified payrolls submitted must set out accurately and completely all of the information required to be maintained under paragraph (A)(3)(i) of this section, except that full Social Security numbers and last known addresses, telephone numbers, and email addresses must not be included on weekly transmittals. Instead, the certified payrolls need only include an individually identifying number for

each worker (e.g., the last four digits of the worker's Social Security number). The required weekly certified payroll information may be submitted using Optional Form WH-347 or in any other format desired. Optional Form WH-347 is available for this purpose from the Wage and Hour Division website at https://www.dol.gov/sites/dolgov/files/WHD/legacy/files/wh347.pdf or its successor website. It is not a violation of this section for a prime Subrecipient/Contractor to require a sub-subrecipient/subcontractor to provide full Social Security numbers and last known addresses, telephone numbers, and email addresses to the prime Subrecipient/Contractor for its own records, without weekly submission by the sub-subrecipient/subcontractor to the sponsoring government agency (or the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records).

**(iii)** Each payroll submitted shall be accompanied by a "Statement of Compliance," signed by the Subrecipient/Contractor or sub-subrecipient/subcontractor or their agents who pays or supervises the payment of the persons employed under the Agreement/Contract and shall certify the following:

- That the certified payroll for the payroll period contains the information required to be provided under paragraph (A)(3)(ii) of this section, the appropriate information and basic records are being maintained under paragraph (A)(3)(i) of this section, and such information and records are correct and complete;
- That each laborer or mechanic (including each helper and apprentice) working on the Agreement/Contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in *Regulations, 29 CFR Part 3*;
- That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification(s) of work actually performed, as specified in the applicable wage determination incorporated into the Agreement/Contract.

**(iv)** ***Use of Optional Form WH-347.*** The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH-347 shall satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (A)(3)(iii) of this section.

**(v)** ***Signature.*** The signature by the Subrecipient/Contractor, sub-subrecipient/subcontractor, or their agent(s) shall be an original handwritten signature or a legally valid electronic signature.

**(vi)** ***Falsification.*** The falsification of any of the above certifications may subject the Subrecipient/Contractor or sub-subrecipient/subcontractor to civil or criminal prosecution under *Section 1001 of Title 18* and *Section 31 U.S.C. 3729.*

**(vii)** The Subrecipient/Contractor or sub-subrecipient/subcontractor shall make the records required under paragraph (A)(3) of this section, and any other documents that the Federal Agency or the Department of Labor deems necessary to determine

compliance with the labor standards provisions of any of the applicable statutes referenced by *§ 5.1*, available for inspection, copying, or transcription by authorized representatives of the Federal agency or the Department of Labor, and shall permit such representatives to interview employees during working hours on the job. If the Subrecipient/Contractor or sub-subrecipient/subcontractor fails to submit the required records or to make them available, or refuses to permit worker interviews during the working hours on the job, the Federal agency may, after written notice to the Subrecipient/Contractor, sponsor, applicant, owner, or other entity, as the case may be, that maintains such records or that employs such workers, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available, or to permit worker interviews during working hours on the job, may be grounds for debarment action pursuant to *29 CFR 5.12*. In addition, any Subrecipient/Contractor or other person that fails to submit the required records or make those records available to WHD[1] within the time WHD requests that the records be produced will be precluded from introducing as evidence in an administrative proceeding under *29 CFR Part 6* any of the required records that were not provided or made available to WHD. WHD will take into consideration a reasonable request from the Subrecipient/Contractor or person for an extension of the time for submission of records. WHD will determine the reasonableness of the request and may consider, among other things, the location of the records and the volume of production.

(viii) ***Agreements/Contracts, subrecipient agreements/subcontracts, and related documents.*** The Subrecipient/Contractor or sub-subrecipient/subcontractor shall maintain this Agreement/Contract or sub-subrecipient agreement/subcontract and related documents, including, without limitation, bids, proposals, amendments, modifications, and extensions. The Subrecipient/Contractor or sub-subrecipient/subcontractor shall preserve these agreements/contracts, sub-subrecipient agreements/subcontracts, and related documents during the course of the work and for a period of three (3) years after all the work on the prime Agreement/Contract is completed.

(ix) ***Required Disclosures and Access.*** The Subrecipient/Contractor or sub-subrecipient/subcontractor shall make the records required under paragraphs (A)(3)(i) through (A)(3)(viii) of this section, and any other documents that the Federal Agency or the Department of Labor deems necessary to determine compliance with the labor standards provisions of any of the applicable statutes referenced by *29 CFR 5.1*, available for inspection, copying, or transcription authorized representatives of the Federal Agency or the Department of Labor, and must permit such representatives to interview workers during working hours on the job. Paragraph (A)(3)(vii) of this section outlines the sanctions for non-compliance with records and worker access requirements. Subrecipients/Contractors and sub-subrecipients/subcontractors must maintain the full Social Security number and last known address, telephone number, and email address of each covered worker, and shall provide them upon request to the appropriate Federal Agency, if the agency is a party to the Agreement/Contract or to the Wage and Hour Division of the Department of Labor. If the Federal Agency is not

[1] Department of Labor's Wage and Hour Division

such a party to the Agreement/Contract, the Subrecipient/Contractor, sub-subrecipient/subcontractor, or both, must upon request, provide the full Social Security number and last known address of each covered worker to the applicant, sponsor, owner, or other entity, as the case may be, that maintains such records, for transmission to the appropriate Federal agency, the Subrecipient/Contractor, or the Wage and Hour Division of the Department of Labor for purposes of an investigation or other compliance action.

**(4)** ***Apprentices and trainees*** -

(i) ***Apprentices.*** Apprentices will be permitted to work at less than the predetermined rate for the work they performed when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship ("**OA**"), or with a State Apprenticeship Agency recognized by the OA. A person who is not individually registered in the program, but who has been certified by the OA or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice, will be permitted to work at less than the predetermined rate for the work they perform in the first ninety (90) days of probationary employment as an apprentice in such program. In the event the OA or a State Apprenticeship Agency recognized by the OA withdraws approval of an apprenticeship program, the Subrecipient/Contractor will no longer be permitted to use apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved. Apprentices must be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify the fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator determines that a different practice prevails, for the applicable apprentice classification, fringe benefits must be paid in accordance with that determination. The allowable ratio of apprentices to journeyworkers on the job site in any craft classification must not be greater than the ratio permitted to the Subrecipient/Contractor as to the entire work force under the registered program or the ratio applicable to the locality of the project discussed below in this paragraph. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed, as stated earlier in this paragraph, must be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under this section must be paid not less than the applicable wage rate on the wage determination for the work actually performed. Where a Subrecipient/Contractor is performing construction on a project in a locality other than the locality in which its program is registered, the ratios and wage rates (expressed in percentages of the journeyworker's hourly rate) applicable within the locality, in which the construction is being performed shall be observed. If there is no applicable ratio or wage rate for the locality of the project, the ratio or wage rate specified in the Subrecipient/Contractor's or sub-subrecipient's/subcontractor's registered program shall be observed. Every apprentice must be paid at not less than the rate specified in the registered program for the apprentice's level of progress, expressed as a percentage of the journeyworker hourly rate specified in the applicable

wage determination. The use of apprentices and journeyworkers under this part must be in conformity with the equal employment opportunity requirements of *Executive Order 11246*, as amended, and *29 CFR Part 30.*

(ii) ***Trainees.*** Except as provided in *29 CFR 5.16*, trainees will not be permitted to work at less than the predetermined rate for the work performed unless they are employed pursuant to and individually registered in a program which has received prior approval, evidenced by formal certification by the U.S. Department of Labor, Employment, and Training Administration. The ratio of trainees to journeyworkers on the job site shall not be greater than permitted under the plan approved by the Employment and Training Administration. Every trainee must be paid at no less than the rate specified in the approved program for the trainee's level of progress, expressed as a percentage of the journeyworker's hourly rate specified in the applicable wage determination. Trainees shall be paid fringe benefits in accordance with the provisions of the trainee program. If the trainee program does not mention fringe benefits, trainees shall be paid the full amount of fringe benefits listed on the wage determination unless the Administrator of the Wage and Hour Division determines that there is an apprenticeship program associated with the corresponding journeyworker wage rate on the wage determination which provides for less than full fringe benefits for apprentices. Any employee listed on the payroll at a trainee rate who is not registered and participating in a training plan approved by the Employment and Training Administration shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any trainee performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. In the event the Employment and Training Administration withdraws approval of a training program, the Subrecipient/Contractor will no longer be permitted to utilize trainees at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

**(5)** ***Compliance with Copeland Act requirements.*** The Subrecipient/Contractor shall comply with the requirements of *29 CFR Part 3*, which are incorporated by reference in this Agreement/Contract.

**(6)** ***Subcontracts.*** The Subrecipient/Contractor or sub-subrecipient/subcontractor shall insert in any sub-subrecipient agreements/subcontracts the clauses contained in Subsection (A), in their entirety, within this section and along with the applicable wage determination(s) and such other clauses or contract modifications as the appropriate Federal agency may by appropriate instructions require, and also a clause requiring the sub-subrecipients/subcontractors to include these clauses and wage determination(s) in any lower tier sub-subrecipient agreements/subcontracts. The prime Subrecipient/Contractor shall be responsible for the compliance by any sub-subrecipient/subcontractor or lower tier sub-subrecipient/subcontractor with all the contract clauses in *29 CFR 5.5*. In the event of any violations of these clauses, the prime Subrecipient/Contractor, and any sub-subrecipients/subcontractors responsible will be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier sub-subrecipients/subcontractors, and may be subject to debarment, as appropriate.

**(7)** ***Contract termination: debarment.*** A breach of the contract clauses in *29 CFR 5.5* may be grounds for termination of the Agreement/Contract, and for debarment as a Subrecipient/Contractor and a sub-subrecipient/subcontractor as provided in *29 CFR 5.12.*

**(8)** ***Compliance with Davis-Bacon and Related Act requirements.*** All rulings and interpretations of *the Davis-Bacon and Related Acts* contained in *29 CFR Parts 1, 3, and 5* are herein incorporated by reference in this Agreement/Contract.

**(9)** ***Disputes concerning labor standards.*** Disputes arising out of the labor standards provisions of this Agreement/Contract shall not be subject to the general disputes clause of this Agreement/Contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in *29 CFR Parts 5, 6, and 7.* Disputes within the meaning of this clause include disputes between the Subrecipient/Contractor (or any of its subrecipients/subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.

**(10)** ***Certification of eligibility.***

**(i)** By entering into this Agreement/Contract, the Subrecipient/Contractor certifies that neither it (nor he or she) nor any person or firm who has an interest in the Subrecipient/Contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of *41 U.S.C. 3144(b)* or *29 CFR 5.12(a).*

**(ii)** No part of this Agreement/Contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of *40 U.S.C. 3144(b)* or *29 CFR 5.12(a).*

**(iii)** The penalty for making false statements is prescribed in the *U.S. Criminal Code, Title 18 Crimes and Criminal Procedure, 18 U.S.C. 1001.*

**(11)** ***Anti-retaliation.*** It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or to cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, any worker or job applicant for:

**(i)** Notifying any Subrecipient/Contractor or sub-subrecipient/subcontractor of any conduct which the worker reasonably believes constitutes a violation of the *DBA, Related Acts*, in *Part 5*, or *29 CFR Part 1* or *Part 3*;

**(ii)** Filing any complaint, initiating, or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under the *DBA, Related Acts*, in *Part 5*, or *29 CFR Part 1* or *Part 3*;

**(iii)** Cooperating in any investigation or other compliance action, or testifying in any proceeding under the DBA, Related Acts, in *Part 5*, or *29 CFR Part 1* or *Part 3*; or

**(iv)** Informing any other person about their rights under the *DBA, Related Acts*, in *Part 5*, or *29 CFR Part 1* or *Part 3*.

## 7. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT.

**A.** (Where applicable, all agreements/contracts awarded by the non-Federal entity in excess of $100,000.00 or covered by the Federal Acquisition Regulation by reference, subject to the overtime provisions of the *Contract Work Hours and Safety Standards Act* that involve the employment of mechanics or laborers must include a provision for compliance with *40 U.S.C. 3702* and *3704*, as supplemented by Department of Labor regulations (*29 CFR Part 5*).) The Agency Head must cause or require the contracting officer to insert the following clauses set forth in the paragraphs in this section in full. These clauses must be inserted in addition to the clauses under *Section 6: Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction* or *29 CFR 4.6*. As used in this section, the terms "laborers and mechanics" include watchpersons and guards.

**(1)** ***Overtime requirements.*** No Subrecipient/Contractor or sub-subrecipient/subcontractor contracting for any part of the contractual work, which may require or involve the employment of laborers or mechanics, shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

**(2)** ***Violation; liability for unpaid wages; liquidated damages.*** In the event of any violation of the clause set forth in paragraph (A)(1) of this section, the Subrecipient/Contractor and any sub-subrecipient/subcontractor responsible therefore shall be liable for the unpaid wages and interest from the date of underpayment. In addition, such Subrecipient/Contractor and sub-subrecipient/subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchpersons and guards, employed in violation of the clause set forth in paragraph (A)(1) of this section, in the sum of $32 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (A)(1) of this section.

**(3)** ***Withholding for unpaid wages and liquidated damages.*** The appropriate Federal Agency or City of New Orleans may, upon its own action or shall, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld, from the Subrecipient/Contractor or sub-subrecipient/subcontractor, so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime Subrecipient/Contractor or any sub-subrecipient/subcontractor for any unpaid wages, monetary relief, including interest, and liquidated damages required by the clauses set forth in this section of this Agreement/Contract, or any other Federally assisted agreement/contract subject to the *Contract Work Hours and Safety Standards Act* that is held by the same prime Subrecipient/Contractor (as defined in *§ 5.2*). The necessary funds may be withheld from the Subrecipient/Contractor under this Agreement/Contract, or any other Federally assisted

agreement/contract that is subject to the *Contract Work Hours and Safety Standards Act* and is held by the same prime Subrecipient/Contractor, regardless of whether the other agreement/contract was awarded or assisted by the same agency, and such funds may be used to satisfy the Subrecipient/Contractor liability for which the funds were withheld.

**(4)** ***Priority to Withheld Funds.*** The Department has priority to funds withheld or to be withheld in accordance with withholding processes in this section and in *Section 6: Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction*, or both, over claims funded by: a Subrecipient's/Contractor's surety(ies), including without limitation performance bond sureties and payment bond sureties; a contracting agency for its reprocurement costs; a trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a Subrecipient/Contractor, or a Subrecipient's/Contractor's bankruptcy estate; a Subrecipient's/Contractor's assignee(s); a Subrecipient's/Contractor's successor(s); or a claim asserted under the *Prompt Payment Act, 31 U.S.C. 3901-3907.*

**(5)** ***Subcontracts.*** The Subrecipient/Contractor or sub-subrecipient/subcontractor shall insert in any sub-subrecipient agreements/subcontracts the clauses set forth in paragraphs (A)(1) through (A)(9) of this section and also a clause requiring the subrecipients/subcontractors to include these clauses in any lower tier sub-subrecipient agreements/subcontracts. The prime Subrecipient/Contractor shall be responsible for compliance by any sub-subrecipient/subcontractor or lower tier sub-subrecipient/subcontractor with the clauses set forth in paragraphs (A)(1) through (A)(9) of this section. In the event of any violations of these clauses, the prime Subrecipient/Contractor, and any sub-subrecipients/subcontractors responsible shall be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier sub-subrecipients/subcontractors, and associated liquidated damages and may be subject to debarment, as appropriate.

**(6)** The Subrecipient/Contractor or sub-subrecipient/subcontractor shall maintain regular payrolls and basic payroll records during the course of the work and shall preserve them for a period of three (3) years after all the work on the prime Agreement/Contract is completed for all laborers and mechanics, including guards and watchpersons, working on the Agreement/Contract. Such records shall contain the name, last known address, telephone number, email address, and Social Security number of each such worker, each worker's correct classifications of work actually performed, hourly rates of wages paid, daily and weekly number of hours actually worked, deductions made, and actual wages paid. Further, the Agency Head shall cause or require the contracting officer to insert in any such contract a clause providing that the records to be maintained under this paragraph shall be made available by the Subrecipient/Contractor or sub-subrecipient/subcontractor for inspection, copying, or transcription by authorized representatives of the appropriate Federal Agency and the Department of Labor, and the Subrecipient/Contractor or sub-subrecipient/subcontractor will permit such representatives to interview workers during working hours on the job.

**(7)** ***Anti-retaliation.*** It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any

other manner discriminate against, any worker or job applicant for:

**(i)** Notifying any Subrecipient/Contractor or sub-subrecipient/subcontractor of any conduct which the worker reasonably believes constitutes a violation of the *Contract Work Hours and Safety Standards Act* or its implementing regulations in this part;

**(ii)** Filing any complaint, initiating, or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under the *Contract Work Hours and Safety Standards Act* or this part;

**(iii)** Cooperating in any investigation or other compliance action, or testifying in any proceeding under the *Contract Work Hours and Safety Standards Act* or this part; or

**(iv)** Informing any other person about their rights under the *Contract Work Hours and Safety Standards Act* or this part.

**(8)** ***Incorporation of Contract Clauses and Wage Determinations by Reference.*** Although agencies are required to insert the contract clauses set forth in this section, along with appropriate wage determinations, in full into covered agreements/contracts, and Subrecipients/Contractors and sub-subrecipients/subcontractors are required to insert them in any lower-tier sub-subrecipient agreements/subcontracts, the incorporation by reference of the required contract clauses and appropriate wage determinations will be given the same force and effect as if they were inserted in full text.

**(9)** ***Incorporation by Operation of Law.*** The contract clauses set forth in this section (or their equivalent under the Federal Acquisition Regulation), along with the correct wage determinations, will be considered to be a part of every prime Agreement/Contract required by the applicable sections referenced by *§5.1* to include such clauses, and will be effective by operation of law, whether or not they are included or incorporated by reference into such Agreement/Contract, unless the Administrator grants a variance, tolerance, or exemption from the application of this paragraph. Where the clauses and applicable wage determinations are effective by operation of law under this paragraph, the prime Subrecipient/Contractor must be compensated for any resulting increase in wages in accordance with applicable law.

**B.** Note: Section 7 is for agreements/contracts subject only to *the Contract Work Hours and Safety Standards Act* and not to any of the other statutes cited in *§ 5.1.*

## 8. COPELAND "ANTI-KICKBACK" ACT

**A.** ***Subrecipient/Contractor.*** The Subrecipient/Contractor shall comply with *18 U.S.C. § 874, 40 U.S.C. § 3145*, and the requirements of *29 C.F.R. Pt. 3* ("*Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States*") as may be applicable, which are incorporated by reference into this Agreement. The Act provides that each Contractor or Subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled.

**B.** ***Subcontracts***. The Subrecipient/Contractor or sub-subrecipient/subcontractor shall insert in any sub-subrecipient agreements/subcontracts Subsection (A) above and such other clauses as FEMA, or other appropriate Federal Agency, may by appropriate instructions require, and also a clause requiring the sub-subrecipients/subcontractors to include these required clauses in any lower tier sub-subrecipient agreements/subcontracts. The prime Subrecipient/Contractor shall be responsible for the compliance by any sub-subrecipient/subcontractor or lower tier sub-subrecipient/subcontractor with all of these contract clauses.

**C.** ***Breach***. A breach of Subsections (A) and (B) above may be grounds for termination of the Agreement/Contract, and for debarment as a Subrecipient/Contractor and sub-subrecipient/subcontractor as provided in *29 C.F.R. § 5.12.*

## 9. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT

**A.** If the Federal award meets the definition of "funding agreement" under *37 CFR § 401.2 (a)* and the Recipient, Subrecipient, or Contractor wishes to enter into an agreement/contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the Recipient, Subrecipient, or Contractor must comply with the requirements of *37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,"* and any implementing regulations issued by the awarding agency.

## 10. CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT

**A.** (For agreements/contracts over, $150,000.00, the Subrecipient/Contractor must comply with all applicable standards, orders, or regulations issued pursuant to *the Clean Air Act* (*42 U.S.C. 7401-7671(q)*) and *the Federal Water Pollution Control Act*, as amended (*33 U.S.C. 1251-1387*). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

**(1)** The Subrecipient/Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to *the Clean Air Act*, as amended, *42 U.S.C.§ 7401 et seq* and *the Federal Water Pollution Control Act,* as amended, *33 U.S.C. § 7401 et seq.*

**(2)** The Subrecipient/Contractor agrees to report each violation to the City of New Orleans and understands and agrees that the City of New Orleans will, in turn, report each violation as required to assure notification to FEMA or the appropriate Federal awarding agency, and the appropriate Environmental Protection Agency Regional Office.

**(3)** The Subrecipient/Contractor agrees to include these requirements in each sub-subrecipient agreement/subcontract, exceeding $150,000.00, financed in whole or in part with Federal assistance provided by FEMA or another Federal awarding agency.

## 11. DEBARMENT AND SUSPENSION

**A.** This Agreement/Contract is a covered transaction for purposes of *2 C.F.R. Pt. 180* and *2 C.F.R. Pt. 3000.* As such, the Subrecipient/Contractor is required to verify that none of the

Subrecipient's/Contractor's principals (defined at *2 C.F.R. § 180.995*) or its affiliates (defined at *2 C.F.R. § 180.905*) are excluded (defined at *2 C.F.R. § 180.940*) or disqualified (defined at *2 C.F.R. § 180.935*). An Agreement/Contract award (see *2 CFR 180.220*) shall not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at *2 CFR 180* that implemented *Executive Orders 12549* (*3 CFR Part 1986 Comp.*, p. 189) and *12689* (*3 CFR Part 1989 Comp.*, p. 235), "Debarment and Suspension." SAM Exclusions contains the name of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than *Executive Order 12549*.

**B.** The Subrecipient/Contractor must comply with *2 C.F.R. Pt. 180, Subpart C* and *2 C.F.R. Pt. 3000, Subpart C*, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

**C.** This certification is a material representation of fact relied upon by the City and the Subrecipient/Contractor. If it is later determined that the Subrecipient/Contractor did not comply with *2 C.F.R. Pt. 180, Subpart C* and *2 C.F.R. Pt. 3000, Subpart C*, in addition to remedies available to the City and the Subrecipient/Contractor, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

**D.** The bidder or proposer agrees to comply with the requirements of *2 C.F.R. Pt. 180, Subpart C* and *2 C.F.R. Pt. 3000, Subpart C* while this offer is valid and throughout the period of any agreement/contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

## 12. BYRD ANTI-LOBBYING ACT

**A.** The Subrecipient/Contractor will be expected to comply with Federal statutes required in *Byrd Anti-Lobbying Amendment* (*31 U.S.C. 1352*).

**B.** Subrecipients/Contractors who apply or bid for an award exceeding $100,000.00 shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any Agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by *31 U.S.C. § 1352*. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

**C.** Note: Subrecipients/Contractors who apply or bid for an award of $100,000.00 or more shall file the required certification found below in Appendix A.

## 13. PROCUREMENT OF RECOVERED MATERIALS

**A.** In the performance of this Agreement/Contract, the Subrecipient/Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired—

**(1)** Competitively within a timeframe providing for compliance with the Agreement's/Contract's performance schedule;

**(2)** Meeting the Agreement's/Contract's performance requirements; or

**(3)** At a reasonable price.

**B.** Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines web site, https://www.epa.gov/smm/comprehensiveprocurement-guideline-cpg-program.

**C.** The City of New Orleans and Subrecipient/Contractor shall comply with all other applicable requirements of *Section 6002 of the Solid Waste Disposal Act,* as amended by the *Resource Conservation and Recovery Act.* The requirements of *Section 6002* include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at *40 CFR Part 247* that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000.00 or the value of the quantity required during the preceding fiscal year exceeded $10,000.00, procuring solid waste management services in a manner that maximizes energy and resource recovery, and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

## 14. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT

**A.** Recipients, subrecipients, and contractors are prohibited from obligating or expending loan or grant funds to:

**(1)** Procure or obtain;

**(2)** Extend or renew an agreement or a contract to procure or obtain; or

**(3)** Enter into an agreement or a contract (or extend or renew an agreement or a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in *Public Law 115-232, Section 889*, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

**(i)** For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).

**(ii)** Telecommunications or video surveillance services provided by such entities or using such equipment.

(iii) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country. see *2 CFR § 200.216; Public Law 115-232* § 889.

**B.** Costs incurred for telecommunications and video surveillance services or equipment such as phones, internet, video surveillance, [and] cloud servers are allowable except for the following circumstances: obligating or expending covered telecommunications and video surveillance services or equipment or services described in *§ 200.216* as prohibited in Subsections (A)(1)-(A)(3) of this section.

## 15. DOMESTIC PREFERENCES FOR PROCUREMENT

**A.** As appropriate and to the extent consistent with law, the non-Federal entity should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all agreements, contracts, and purchase orders for work or products under this award.

**B.** For purposes of this section:

**(1)** "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

**(2)** "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber. see *2 CFR § 200.322.*

**C.** Federal agencies providing Federal financial assistance for infrastructure projects must implement the Buy America preferences set forth in *2 CFR Part 184.*

## 16. PROVISIONS REQUIRED BY LAW DEEMED INSERTED

**A.** Each and every provision of law and clause required by law to be inserted in this Agreement/Contract shall be deemed to be inserted herein, and the Agreement/Contract shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party, the Agreement/Contract shall forthwith be physically amended to make such insertion or correction.

## 17. ACCESS TO RECORDS

**A.** The following "access to records" requirements apply to this Agreement/Contract:

**(1)** The Subrecipient/Contractor agrees to provide any official from the Federal government or the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Subrecipient/Contractor which are directly pertinent to this Agreement/Contract for the purposes of making audits, examinations, excerpts, and transcriptions.

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

**(3)** The Subrecipient/Contractor agrees to provide the Federal administrator or their authorized representatives access to construction or other work sites pertaining to the work being completed under the Agreement/Contract.

**(4)** In compliance with *the Disaster Recovery Act of 2018*, the City and the Subrecipient/Contractor acknowledge and agree that no language in this Agreement/Contract is intended to prohibit audits or internal reviews by the Federal administrator or the Comptroller General of the United States.

## 18. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

**A.** This is an acknowledgement that Federal financial assistance will be used to fund all or a portion of the Agreement/Contract. The Subrecipient/Contractor will comply with all applicable Federal laws, regulations, executive orders, policies, procedures, and directives as well as any FEMA policies, procedures, and directives.

## 19. NO OBLIGATION BY FEDERAL GOVERNMENT

**A.** The Federal Government is not a party to this Agreement/Contract and is not subject to any obligations or liabilities to the non-Federal entity, Subrecipient/Contractor, or any other party pertaining to any matter resulting from the Agreement/Contract.

## 20. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

**A.** The Subrecipient/Contractor acknowledges that *31 U.S.C. Chap. 38* (*Administrative Remedies for False Claims and Statements*) applies to the Subrecipient's/Contractor's actions pertaining to this Agreement/Contract.

**Citations:**
Items 1-15 are from *2 CFR 200, Appendix II*
Item 16 is prudent.
Items 17-20 are from FEMA's Recommended Provisions.

**[THE LOBBYING CERTIFICATION IS ON THE NEXT PAGE]**

## APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

*Certification for Contracts, Grants, Loans, and Cooperative Agreements*

The undersigned certifies, to the best of his or her knowledge and belief, that:

**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 an 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 subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients/contractors shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was 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 $10,000.00 and not more than $100,000.00 for each such failure.

The Subrecipient/Contractor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Subrecipient/Contractor understands and agrees that the provisions of *31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements*, apply to this certification and disclosure, if any.

Lina Edwards Hanbury

**Signature and Title**
**Subrecipient's/Contractor's**
**Authorized Official Representative**

11/13/2024

**Date**

**[END OF AGREEMENT]**

**AMENDMENT NO. 1 TO COOPERATIVE ENDEAVOR AGREEMENT**

**BETWEEN**

**THE CITY OF NEW ORLEANS**

**AND**

**NEW ORLEANS REGIONAL TRANSIT AUTHORITY**

**ZERO TRANSIT FARE FOR OPPORTUNITY YOUTH**

**THIS FIRST AMENDMENT** (the "**Amendment**") is entered into by and between the City of New Orleans, represented by Joseph W. Threat, Sr., Chief Administrative Officer (the "**City**"), and Lona Edwards Hankins, Chief Executive Officer (the "**RTA**" or the "**Contractor**"). The City and the RTA are sometimes each referred to as a "**Party,**" and collectively, as the "**Parties.**" The Amendment is effective as of the date of execution (the "**Effective Date**").

**RECITALS**

**WHEREAS**, on November 26, 2024, and effective August 31, 2024 the City and the RTA previously entered into a Subrecipient Agreement for the support of a pilot program, entitled, "Zero Transit Fare for opportunity Youth Program," that will collect data to support the design and implementation of a permanent program, where the RTA will provide free public transit passes to Orleans parish residents, ranging from the ages of sixteen to twenty-four (16-24) years old during the duration of the pilot program (the "**Agreement**"); and

**WHEREAS**, the City and the RTA each having the authority to do so, desire to enter this Amendment to extend the term of the Agreement, amend the RTA's obligations, decrease the maximum amount payable, and to reaffirm essential provisions for the continuity of services.

**NOW THEREFORE**, for good and valuable consideration, the City and the RTA amend the Agreement as follows:

1. ***General Award Information.*** The Indirect Cost Rate for the entirety of the Agreement shall be 10%.

2. ***Extension.*** In accordance with Article VI Section B, the Agreement is extended for an additional period of four (4) months and one (1) day from August 31, 2026, through December 31, 2026.

3. ***The RTA's Obligations.*** Article II, Section (A)(2) shall be revised to read as follows: Supply transit passes through the RTA's Le Pass app or via paper passes for use on RTA's buses, streetcars, and ferries during the duration of the pilot program.

4. ***Payment.*** The City and RTA agree to provide upfront payment invoices for invoices for the months of November 2026 and December 2026, based off of a projection of the previous three (3) months of program expenditures

5. ***Convicted Felon Statement.*** The Contractor swears that it complies with City Code Section 2-8(c). No Contractor principal, member, or officer has, within the preceding five years, been convicted of, or pled guilty to, a felony under state or federal statutes for embezzlement, theft of public funds, bribery, or falsification or destruction of public records.

*6.* ***Maximum Amount Payable.*** The Maximum Amount Payable set forth in Article IV, Section C of the Agreement is decreased by $625,000.00, from $2,425,000.00 to a new Maximum Amount Payable of $1,800,000.

*7.* ***Additional Exhibit.*** A new exhibit shall be incorporated into the Agreement, applying to the full term of the Agreement, Exhibit A, "ARPA – Zero Transit Fare for Opportunity Youth Budget".

*8.* ***Non-Solicitation Statement.*** The Contractor swears that it has not employed or retained any company or person, other than a bona fide employee working solely for it, to solicit or secure this Agreement. The Contractor has not paid or agreed to pay any person, other than a bona fide employee working for it, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from this Amendment.

*9.* ***Prior Terms Binding.*** Except as otherwise provided by this Amendment, the terms and conditions of the Agreement remain in full force and effect.

*10.* ***Electronic Signature and Delivery.*** The Parties agree that a manually signed copy of this Amendment and any other document(s) attached to this Amendment delivered by facsimile, email, or other means of electronic transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Amendment. No legally binding obligation shall be created with respect to a Party until such Party has delivered or caused to be delivered a manually signed copy of this Amendment.

**[SIGNATURES CONTAINED ON NEXT PAGE]**

**[The remainder of this page is intentionally left blank.]**

**IN WITNESS WHEREOF**, the City and the Contractor, through their duly authorized representatives, execute this Amendment.

**CITY OF NEW ORLEANS**

**BY:** _____
**JOSEPH W. THREAT, SR., CHIEF ADMINISTRATIVE OFFICER**

**Executed on this** 22nd **of** December, **2025**

**FORM AND LEGALITY APPROVED:**
**Law Department**

**By:** _____

**Printed Name:** Andrew Gregorian

**NEW ORLEANS REGIONAL TRANSIT AUTHORITY**

**BY:** _____
**LONA EDWARDS HANKINS, CHIEF EXECUTIVE OFFICER**

72-0899720
**FEDERAL TAX I.D.**

**[EXHIBIT A ON THE FOLLOWING PAGE]**

**AMENDMENT NO. 2 TO COOPERATIVE ENDEAVOR AGREEMENT**

**BETWEEN**

**THE CITY OF NEW ORLEANS**

**AND**

**NEW ORLEANS REGIONAL TRANSIT AUTHORITY**

***ZERO TRANSIT FARE FOR OPPORTUNITY YOUTH***

**THIS SECOND AMENDMENT** (the "**Amendment**") is entered into by and between the City of New Orleans, represented by Helena N. Moreno, Mayor (the "**City**"), and Ronald Baptiste, Jr., Interim Chief Executive Officer (the "**RTA**" or the "**Contractor**"). The City and the RTA are sometimes each referred to as a "**Party,"** and collectively, as the "**Parties**." The Amendment is effective as of April 1, 2026 (the "**Effective Date**").

## RECITALS

**WHEREAS**, on November 26, 2024, and effective August 31, 2024 the City and the RTA previously entered into a Cooperative Endeavor Agreement for the support of a pilot program, entitled, "Zero Transit Fare for opportunity Youth Program," that will collect data to support the design and implementation of a permanent program, where the RTA will provide free public transit passes to Orleans parish residents, ranging from the ages of sixteen to twenty-four (16-24) years old during the duration of the pilot program (the "**Agreement**" and "**K24-592**"); and

**WHEREAS**, on December 22, 2025, the City and the RTA previously entered into an amendment to extend the term of the Agreement, amend the RTA's obligations, decrease the maximum amount payable, and reaffirm essential provisions for continuity of services ("**Amendment No. 1**" and "**K25-710**"); and

**WHEREAS**, the City and the RTA each having the authority to do so, desire to enter this Amendment to decrease the maximum amount payable to the RTA for aforementioned service;

**NOW THEREFORE**, for good and valuable consideration, the City and the RTA amend the Agreement as follows:

1. ***Maximum Amount Payable*.** The Maximum Amount Payable set forth in Article IV, Section C of the Agreement is hereby decreased by $484,909.87, from $1,800,000.00 to a new Maximum Amount Payable of $1,315,090.13.

2. ***New Exhibit*.** A new exhibit shall be incorporated into the Agreement, applying to the full term of the agreement, Exhibit A, "Exhibit A: Zero-Transit Fare for Opportunity Youth Program Second Amendment Budget".

3. ***Convicted Felon Statement*.** The Contractor swears that it complies with City Code Section 2-8(c). No Contractor principal, member, or officer has, within the preceding five years, been convicted of, or pled guilty to, a felony under state or federal statutes for embezzlement, theft of public funds, bribery, or falsification or destruction of public records.

4. ***Non-Solicitation Statement*.** The Contractor swears that it has not employed or retained any company or person, other than a bona fide employee working solely for

it, to solicit or secure this Agreement. The Contractor has not paid or agreed to pay any person, other than a bona fide employee working for it, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from this Amendment.

5. ***Prior Terms Binding.*** Except as otherwise provided by this Amendment, the terms and conditions of the Agreement remain in full force and effect.

6. ***Electronic Signature and Delivery.*** The Parties agree that a manually signed copy of this Amendment and any other document(s) attached to this Amendment delivered by facsimile, email, or other means of electronic transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Amendment. No legally binding obligation shall be created with respect to a Party until such Party has delivered or caused to be delivered a manually signed copy of this Amendment.

**[SIGNATURES CONTAINED ON NEXT PAGE]**

**[The remainder of this page is intentionally left blank.]**

**IN WITNESS WHEREOF**, the City and the Contractor, through their duly authorized representatives, execute this Amendment.

**CITY OF NEW ORLEANS**

**BY: _____**
**HELENA N. MORENO, MAYOR**

**Executed on this _____ of _____, 2026**

**FORM AND LEGALITY APPROVED:**
**Law Department**

**By: _____**

**Printed Name: _____**

**NEW ORLEANS REGIONAL TRANSIT AUTHORITY**

**BY: _____**
**RONALD BAPTISTE, JR., INTERIM CHIEF EXECUTIVE OFFICER**

_____
**FEDERAL TAX I.D.**

## EXHIBIT A

**Zero-Transit Fare for Opportunity Youth Program Second Amendment Budget**

| Line Item | RTA Original Budget | Revised Budget (Dec. 2025) | Proposed Change | Revised Budget (02/18/2026) |
|---|---|---|---|---|
| Opportunity Youth Transit Passes | $2,325,000.00 | $1,520,000.00 | -$311,004.87 | $1,208,995.13 |
| Program Outreach/Marketing | $100,000.00 | $100,000.00 | -$3,550.00 | $96,450.00 |
| Indirect Costs (10%) | $0.00 | $180,000.00 | -$170,375.00 | $9,645.00 |
| Total | **$2,425,000.00** | **$1,800,000.00** | **$484,909.87** | **$1,315,090.13** |

2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority

## Board Report and Staff Summary

**File #:** 26-117 **Board of Commissioners**

Contract Award for State Legislative Services

| DESCRIPTION: State Legislative Services | AGENDA NO: Click or tap here to enter text. |
|---|---|
| ACTION REQUEST: Approval | |

RECOMMENDATION:

Authorize the Interim Chief Executive Officer to award a three year contract in an amount not to exceed $270,000.000 to Southern Strategy Group for state legislative services.

ISSUE/BACKGROUND:

The Regional Transit Authority (RTA) issued IFB No. 2026-014-1 to obtain state legislative services that support the agency's legislative agenda and key capital initiatives. Southern Strategy Group (SSG) submitted a proposal to provide governmental relations, advocacy, and strategic legislative support for projects including the Downtown Transit Center, Bus Rapid Transit program, Union Passenger Terminal redevelopment, and ferry funding initiatives.

DISCUSSION:

SSG will provide legislative representation and advocacy before the Louisiana Legislature, state agencies, and key stakeholders to support RTA's funding and policy priorities. The firm's services are intended to help advance critical transit projects, identify funding opportunities, and strengthen RTA's presence in state legislative and regulatory matters. SSG will partner with The Madina Group Consulting to satisfy DBE participation requirements.

FINANCIAL IMPACT:

SSG proposes a monthly retainer of $7,500, which equates to an annual cost of $90,000 for state legislative services. Funding for this contract is available within the approved operating budget under Budget Code 01-2100-02-7070-00-00-00000-00000-00000. The agreement includes legislative advocacy, stakeholder engagement, policy development, legislative monitoring, appropriations support, strategic communications and regular reporting. No additional costs will be incurred without prior RTA approval.

NEXT STEPS:

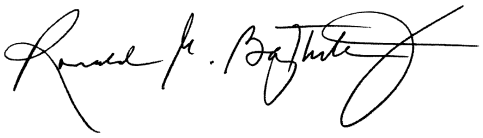
Upon approval, RTA will execute an agreement with Southern Strategy Group to provide state legislative services and continue advocacy efforts in support of the agency's legislative, funding, and capital project priorities. Regular updates will be provided to staff regarding legislative activity and progress on identified objectives.

ATTACHMENTS:

1. Resolution
2. Independent Cost Estimate
3. Administrative Review form
4. Southern Strategy Group RFP
5. Routing Sheet
6. Scope of Work
7. Procurement Summary

Prepared By: Dawn U. Collins
Title: Senior Executive Assistant

Reviewed By: Gizelle Johnson Banks
Title: Chief Financial Officer



7/30/2026

Ronald G. Baptiste
Interim Chief Executive Officer

Date

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

**RESOLUTION NO. _____**
**FILE ID NO. 26-117**

**STATE OF LOUISIANA**
**PARISH OF ORLEANS**

---

**AUTHORIZATION TO AWARD A CONTRACT TO SOUTHERN STRATEGY GROUP FOR STATE LEGISLATIVE SERVICES**

---

Introduced by Commissioner (LEAVE BLANK)_____, seconded by Commissioner (LEAVE BLANK)_____.

**WHEREAS**, A resolution authorizing the Interim Chief Executive Officer of the New Orleans Regional Transit Authority ("RTA") to execute a contract with Southern Strategy Group to provide State Legislative Services as outlined in the Scope of Work dated 2025, and to expend funds in an amount not to exceed $270,000.00 for three years, billed monthly; and otherwise to provide with respect thereto.

**WHEREAS**, the New Orleans Regional Transit Authority (RTA) is responsible for developing, operating, and maintaining a regional public transit system serving Orleans, Jefferson, and St. Bernard Parishes; and

**WHEREAS**, the RTA is engaged in major regional transportation initiatives—including Bus Rapid Transit, the Downtown Transit Center, ferry system enhancements, and redevelopment of the Union Passenger Terminal—that may require new or modified state legislation, policy support, and/or sustainable state funding streams; and

**WHEREAS**, the RTA seeks to strengthen participation in statewide infrastructure opportunities, including appropriations, stimulus funding, and competitive discretionary programs, through dedicated strategic government relations support; and

**WHEREAS,** the RTA requires a qualified firm to provide state legislative services on an as-needed basis, including but not limited to advancing legislative priorities, coordinating with state officials, monitoring legislation, engaging with DOTD, and supporting policy strategy and communication; and

**WHEREAS,** The RTA conducted a formal competitive procurement process for State Legislative Services under Invitation for Bids (IFB) No. 2026-014-1, and following public advertisement, receipt, and evaluation of bids, Southern Strategy Group of Louisiana d/b/a SSG was determined to be the lowest responsive and responsible bidder, with pricing deemed fair and reasonable;

**WHEREAS,** RTA staff recommend entering into a contract with Southern Strategy Group to provide these services from operating budget code 01-2100-02-7070-00-00-00000-00000-00000 for an amount not to exceed $270,000.00 for a three-year term, billed monthly;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or her designee, is authorized to award a contract with Southern Strategy Group for the provision of State Legislative Services, consistent with the Scope of Work attached hereto, in an amount not to exceed $270,000.00 for three years, billed monthly.

**BE IT FURTHER RESOLVED** that the Interim Chief Executive Officer is authorized to take all actions necessary and proper to carry out the intent of this Resolution.

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

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

**AND THE RESOLUTION WAS ADOPTED ON THE __th DAY OF MONTH, YEAR.**

_____

**ANN DUPLESSIS**
**CHAIR**
**RTA BOARD OF COMMISSIONERS**

# PROCUREMENT SUMMARY-IFB 2026-014-1

## REQUIREMENTS

Regional Transit Authority Solicitation Request Routing Sheet with attached technical specifications was received by Procurement Department to Solicit State Legislative Services

There was No DBE goal established for this solicitation per the RTA Routing Sheet.

**Procurement Policy:**

The Independent Cost Estimate for this procurement is $270,000.00 which exceeds the Small Purchase threshold of $ 25,000.00 therefore in compliance with the Regional Transit Authority of New Orleans Procurement Policies and Procedures Manual, Section VII.B. This procurement shall be conducted through formal advertisement (competitive means).

**Procurement Method**:

More than one responsive and responsible offeror can meet the solicitation requirements. Specifications furnished by the user department are complete, adequate, precise and realistic. No discussions or negotiations will be needed to address technical requirements; award will be made on lowest responsible/responsive bidder. Therefore, the IFB method of solicitation is selected as the method of procurement.

## SOLICITATION

Invitation for Bids (IFB) No. 2026-014-1 Public Notice was published in The Advocate. The Public Notice and the IFB 2026-014-1 were posted on the RTA website beginning May 18, 2026. The IFB submittal deadline was 6/16/2026 at 2:00pm.

## IFB SUBMITTAL

Bid Opening was held on June 16, 2026, at 2:00pm.

## DETERMINATION

There were (1) bids were received and one was determined responsive and provided all required certifications.

**SUBMITTAL ANALYSIS**

| Respondents | Pricing |
|---|---|
| Southern Strategy Group of LA dba SSG | $ 270,000.00 ($7,500 x 36 months) |

Price is determined to be fair and reasonable based on competition.

## SUMMARY

Based on the information above the bids received were prepared and sent to Procurement Department for further review. An Administrative Review Form was prepared by Shaun Temple, Contract Administrator.

Procurement department: Recommend award be made to lowest responsive/responsible bidder, to Southern Strategy Group of LA dba SSG. Recommendation submitted to August 2026 Board of Commissioners for approval.

**Regional Transit Authority**
**Administrative Review Form**

Project Name: State Legislative Services

Type of Solicitation: IFB 2026-014-1 DBE/SBE Participation Goal: 0% Number of Respondents: 1

| Prime, Primary Contact and Phone Number | DBE and Non-DBE Subconsultants | DBE Commitment Percentage | Price (RFP and ITB ONLY) |
|---|---|---|---|
| Prime Firm: Southern Strategy Group of LA /dba SSG<br>Address: 543 Spanish Town<br>Baton Rouge, LA 70802<br>Phone: 225-381-0163 | N/A | N/A | |
| Prime Firm:<br>Address:<br>Phone: | N/A | N/A | |

*Indicates certified DBE or SLDBE firm that will contribute to the project's participation goal

| Prime Firm Name | Required Items | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | LA Uniform Public Work Bid | Non Collusion | Debarment Prime | Debarment Lower | Restrictions on Lobbying | Buy America Compliance | Participant Info | Affidavit of Fee Disposition | Addenda |
| Southern Strategy Group of LA | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| | | | | | | | | | |
| | | | | | | | | | |

**Review and verification of the above required forms, the below listed vendor is hereby found responsive to this procurement.**

Vendor Name: Southern Strategy Group of LA.

Certified by: Name and Title: Shaun Temple, Contract Administrator

## Procurement Personnel Only

| Prime Firm Name | Bid Bond | Insurance | Responsiveness Determination | Responsible Determination | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | Certifications /Licenses | Facilities / Personnel | SAM.Gov | Previous Experience | Years in Business | Financial Stability | LA License No. if required |
| Southern Strategy Group of LA | N/A | Y | N/A | N/A | Y | Y | 18 Years | N/A | N/A |
| | | | | | | | | | |

**Review and verification of the above "checked" forms, the below listed vendor is hereby found responsible for award of this procurement.**

Vendor Name: Southern Strategy Group of LA dba SSG .

Certified by: Name and Title: Shaun Temple, Contract Administrator

UNSURPASSED ADVOCACY | EXPERT ADVICE

Rodney Braxton
President, SSG
543 Spanish Town Road
Baton Rouge, Louisiana 70802
**P:** 225-381-0166
**E:** braxton@ssgla.com

June 16, 2026

Ronald G. "Ron" Baptiste, Jr.
Interim Chief Executive Officer | New Orleans Regional Transit Authority
2817 Canal St.
New Orleans, LA 70119
**P:** 504-827-8300

**RE: Proposal For State Legislative Services #2026-014-1**

Mr. Baptiste,

Thank you for the opportunity to respond to your request for proposal for state legislative services for the New Orleans Regional Transit Authority (NORTA). SSG has been one of Louisiana's premiere governmental relations and advocacy firms for over 20 years, building a resumé of consistent wins for our clients in multiple industries. Over the years, we have added talent to augment our diverse skillset and further cement our pedigree of success.

As you will find detailed in our proposal, we propose NORTA pay SSG a monthly fee of $7,500.00 for state legislative services in accordance with RFP #2026-014-1. This fee will include comprehensive work to secure funding for and advance NORTA's critical initiatives: the Downtown Transit Center, the Bus Rapid Transit program, and the Union Passenger Terminal redevelopment, along with a comprehensive plan to address NORTA's ferry funding and CEA challenges. Our work will also include researching, developing and implementing, as determined jointly by NORTA and SSG, an overall and comprehensive governmental relations plan that includes strategy, tactics, positions, message and priorities in connection with their state legislative agenda. To satisfy the request for proposal's Diverse or Disadvantaged Business Enterprises (DBE) section, SSG will be partnering with The Madina Group Consulting. The Madina Group is a DBE, MBE, and SBE firm that provides multi-disciplinary project management services with offices in Louisiana: New Orleans and Baton Rouge; Houston, Texas; and Washington, D.C.

With a team wielding expertise and skills spanning a variety of areas and industries, SSG is uniquely positioned to begin advocating for NORTA immediately. Thank you again for the opportunity.

Sincerely,

UNSURPASSED ADVOCACY | EXPERT ADVICE

Rodney Braxton

543 Spanish Town Road
Baton Rouge, LA 70802
**P:** (225) 381-0166
**F:** (225) 381-0163

UNSURPASSED ADVOCACY | EXPERT ADVICE

PROPOSAL

# New Orleans Regional Transit Authority
# #2026-014-1

## ACCESS.
## ADVOCACY.
## ADVICE.


**ADDRESS**
543 Spanish Town Road
Baton Rouge, LA 70802

**EMAIL:**
braxton@ssgla.com

**PHONE:**
225.381.0166

**June 16, 2026**

**PROPOSAL PREPARED FOR**
**Ronald Baptiste, Jr., Interim CEO**
New Orleans Regional Transit Authority

**SUBMITTED BY**
**Rodney Braxton, President**
SSG

543 Spanish Town Road
Baton Rouge, LA 70802

**P:** 225.381.0166
**E:** braxton@ssgla.com
**W:** ssgla.com

UNSURPASSED ADVOCACY | EXPERT ADVICE

### Mr. Baptiste:

Thank you very much for your interest in SSG (formally known as Southern Strategy Group of Louisiana). We appreciate the opportunity to present our proposal to provide state legislative services to the New Orleans Regional Transit Authority (NORTA). SSG is committed to the highest level of service in furtherance of your goals. Following is a letter agreement with respect to our proposal, which includes our firm background and a complete scope of services, as well as certain terms and conditions with respect to the performance of those services and payment therefor.

## SSG

### Overview, Qualifications, and Services

Established as Southern Strategy Group in 2004, SSG is a Louisiana-based firm led by a group of professionals with diverse experience, exceptional expertise, and dynamic resources. SSG possesses a deep and abiding understanding of the issues and philosophies that shape Louisiana's unique political landscape. We are fiercely protective of our reputation as a trusted partner to our clients and represent meaningful relationships upon which our clients rely, and their success demands.

With integrity at the heart of our character and guiding all aspects of our firm, we bring an enlightened perspective to our work. Each endeavor is based on five core principles: honor diversity, take ownership, cultivate success, empower clients, and surpass the competition. We respect relationships, anticipate change and deliver results.

We are one unified team with over 200 years of combined experience and an unwavering commitment to tenaciously empowering our clients and successfully delivering desired results. SSG understands the intrinsic value of a good team. We are poised to support NORTA with a consortium of industry veterans who possess proven capabilities. Through our collective experience and passion for advocacy, we bring powerful insights, valuable access, and critical perspective to NORTA's priorities.

## OUR TEAM

### RODNEY BRAXTON

As president of SSG, Rodney brings the highest levels of public service to the firm. He is experienced in policy development, governmental and local affairs, legislative relations, budgetary issues, capital improvement projects and enjoys a reputation for "persuasive negotiation skills." During his career, Rodney has been in positions of administrative and budgetary oversight over agencies with budgets exceeding several million dollars.

### KEVIN CUNNINGHAM

In addition to practicing law, Kevin brings over 25 years of experience in elections, legislative and regulatory work to the firm. Under the Foster administration, Kevin served as Deputy Chief of Staff and as chair for the Transportation Infrastructure Model for Economic Development (TIMED) Task Force. Coupled with extensive legislative work, Kevin's electoral experience provides a distinct advantage with his valuable and applied point of view.

### LIZ MANGHAM

A founding member of SSG, Liz serves as its managing partner. With keen political skills acquired from managing numerous statewide elections, Liz applies winning campaign strategies to complex issues. She combines essential grassroots and coalition-based support with the media to deliver comprehensive, effective outcomes.

## RANDAL JOHNSON

Randal began his career in law enforcement before joining the Louisiana Department of Agriculture and Forestry, where he helped shape large provisions of law, such as the Farm Bill, influenced the state budget, and managed a large state agency. This gave him the opportunity to become familiar with budgetary matters and concerns affecting Louisiana's communities and its landowners and governments. Randal has successfully managed legislative packages and priorities on behalf of state agencies, trade associations, and various clients.

## BRAD MITTENDORF

A native of Louisiana, Brad is also a founding member of SSG. Leveraging expertise in energy and telecommunications policy, Brad represents clients before the Louisiana Public Service Commission. In addition, he is instrumental in issues management and media relations services for SSG clients.

## MATTHEW CROSS

A graduate of LSU's Manship School of Mass Communication, Matthew is experienced in governmental relations and both political and corporate communication. Over the past six years, Matthew has worked in legislative advocacy, political campaigns, social media, public relations, community presentations, and grass roots outreach. He is a skilled wordsmith and speaker with an ability to craft effective, strategic messaging tailored to the needs of SSG clients.

## DANIELLE HODGE

Danielle provides SSG with critical administrative and operational support. Having worked directly with state agencies, elected officials and other governmental affairs consultants, she brings applied experience in the legislative process, the non-profit sector and coalition-based organizations, as well as an understanding of the issues surrounding and affecting numerous other sectors in Louisiana.

## LAUREN HADDEN

Lauren serves as Senior Associate at SSG, where she counsels clients on legislative and regulatory policy in multiple policy areas, including energy and environmental quality, healthcare, and legal and insurance related issues. Lauren comes to SSG with 10 years of legal, governmental affairs, and regulatory experience, having previously served as the General Counsel for the Louisiana Association of Business and Industry and a partner at Taylor Porter, LLP.

## JACI JUNEAU

As Senior Associate at SSG, Jaci brings an impressive background in issues management, environmental and regulatory policy, and government relations. She combines high-level governmental affairs and issues management expertise with a keen sense of political and policy sensitivities. In recent years, Jaci has been a part of a consulting team that organized multi-billion-dollar economic development projects from inception to completion.

## WILL HARDY

A deft communication professional with diverse experience, Will serves SSG as the Marketing & Special Projects Director. Will graduated *summa cum laude* from LSU's Manship School of Mass Communication and uses the writing, editing, and public relations skills he learned there to communicate effectively and impactfully. After starting his career in marketing communications and creative agency work, he is excited to leverage his communication skills to prioritize our firm, clients, and stakeholders.

## EMILY GRUBB

Emily serves as SSG's Office Manager. Earning her Bachelor of Arts in English from Nicholls State University, Emily grew her organizational, administrative, and customer service skills through work in the retail and food & beverage industries. She has been rocking & rolling since day one, and we're proud to have her as part of our growing team with a wide range of skillsets.

## WHAT WE DO

SSG provides clients with highly integrated services for effective, comprehensive solutions. Our suite of services includes governmental relations, strategic planning, issues management, media/public relations and association management.

- **Governmental Relations**
  As honest advocates with the ability to leverage applied knowledge of the executive, legislative and administrative processes, SSG navigates state government seamlessly.
- **Strategic Planning**
  SSG understands the potential impact of every decision and believes firmly in the power of a proactive strategy. No matter the issue, we offer a thoughtful process designed to identify purpose and objectives relative to your needs and create a plan designed to meet short-term demands while positioning your organization to achieve long-term goals.
- **Issues Management**
  At SSG, clients rely on our ability to anticipate problems before they arise and discern between actual, emerging or potential concerns most likely to affect them and their stakeholders. We coordinate the best and most effective resources to establish and sustain control of the issues at all times.
- **Media & Public Relations**
  Knowing when and how to engage the media is essential. Knowing who to engage is even more critical. That is where SSG comes in. Through years of grassroots campaigning and positioning, we have cultivated powerful relationships across print, radio and broadcast. Combined with the best methodology, tools and tactics for reaching the right audience with the right message, our process can support a core cause or achieve multiple objectives.
- **Association Management**
  As the managers of several associations, we have developed unprecedented, hands-on expertise in this area. As member-based organizations, we understand the importance of being relevant to all parties and persons that interact with the association, including its own members. We provide overall strategy as well as day-to-day guidance on how to function as one cohesive entity.

## PROPOSED SCOPE OF WORK

SSG takes a team approach to representing each client. Your primary contact will be Rodney Braxton; however, all partners and our experienced staff will be available to assist.

The objective of this engagement is to provide state legislative services to NORTA in Louisiana. The SSG team will prioritize furtherance of NORTA's critical initiatives – the Downtown Transit Center, the Bus Rapid Transit program, and the Union Passenger Terminal redevelopment – and address ferry funding and CEA challenges through strategic planning and implementation, relevant policy work, and precise legislative engagement. To achieve these objectives, SSG proposes a scope of services which includes but is not limited to:

- Arrange and attend meetings with state agencies, local government officials, NGOs and legislative and regulatory officials as needed.
- Brief management, employees and others concerning Louisiana government, regulatory environment, and legislative issues which may impact NORTA operations in Louisiana.
- Continuously develop key stakeholder contacts and messaging.
- Provide crisis communications assistance.
- Provide regular updates to keep NORTA informed of progress towards the objectives.
- SSG's clients may utilize our offices located at 543 Spanish Town Road in Baton Rouge.
- SSG will send NORTA its Daily Dose news tracker, E-Blast Alerts, elections updates, and notices of legislative and government meetings of relevance to this representation.

## RETAINER SERVICES

- Research, develop and implement, as determined jointly by NORTA and SSG, an overall and comprehensive governmental relations plan that includes strategy, tactics, positions, message and priorities in connection with their state legislative agenda—during each regular legislative session and beyond.
- Advise and regularly communicate with NORTA principal liaisons regarding priorities.
- Promptly and timely respond to inquiries from NORTA.
- Attend pertinent committee meetings, mark-up sessions, House-Senate conferences, trade associations, and workgroup meetings with necessary commentary and written summaries.
- Work with the key members and staff of the Louisiana Department of Transportation & Development, the Louisiana Legislature, the Governor's Administration, and key stakeholders in support of legislative and public policy priorities of NORTA.
- Coordinate written and verbal communication with members of various legislative delegations and staff of key committees and state agencies, which communications shall be in consultation with NORTA.
- Report any activities related to this engagement within a reasonable and prompt timeframe.
- Leading up to and during the legislative session:
  - Ensure that any appropriations request is communicated to the proper policymakers and work to include any funding in the appropriations bill.
  - Ensure that any sponsored legislation is scheduled in the proper committees and is moved through the process in a timely fashion.
  - Lobby the legislature when appropriate and after consultation with NORTA to ensure the legislation and NORTA issues have proper support.
  - Keep officeholders and key stakeholders informed to ensure NORTA has well-positioned support throughout Louisiana government.
  - Review all instruments to determine if legislation would be of interest to NORTA.
  - Submit a report of instruments of interest to NORTA.
  - In consultation with NORTA, assign bills to categories: support, oppose, monitor.
  - Submit tracking reports on a weekly basis and notify NORTA of changes that impact relevant bills.

## DBE ACKNOWLEDGEMENT

For the purposes of satisfying this request for proposal's Diverse or Disadvantaged Business Enterprises (DBE) section, SSG will be partnering with The Madina Group Consulting. The Madina Group is a DBE, MBE, and SBE firm that provides multi-disciplinary project management services with offices in Louisiana: New Orleans and Baton Rouge; Houston, Texas; and Washington, D.C.

## COMPENSATION

In exchange for these services, SSG proposes the following. NORTA agrees to pay SSG a monthly retainer fee of $7,500.00. SSG will electronically send an invoice on the first of each month, and payment is due by the end of the month in which such invoice is sent. Either party may cancel this agreement with thirty days' written notice, and in the event the agreement terminates prior to the end of a month, the monthly retainer will be prorated for such partial month of service based upon the number of days services were performed in such month. No additional monthly costs will be incurred without NORTA's prior approval. SSG does not bill clients for office supplies, phone or long-distance charges, or other overhead charges which may be incurred during this representation.

To ensure the candor and trust in our relationship that forms the basis of effective representation, it is the policy of SSG to keep confidential within our office and among representative partners all information about your business interests and strategies. In the event competing interests occur between clients, a firewall is established to ensure confidentiality. In furtherance of this policy, SSG shall keep confidential all proprietary trade secrets, or confidential business information of NORTA and its affiliates which are communicated to SSG or of which SSG becomes aware in the performance of its services hereunder, including but not limited to data relating to NORTA's and its affiliates' operations and the terms of this letter. SSG will disclose the existence of its relationship with NORTA only as required by law, as reasonably necessary while performing services for NORTA hereunder, or as NORTA approves in writing.

The SSG team is prepared to begin advocating for NORTA immediately. I am confident our experience and tenacity make us the most strategic choice for your governmental affairs needs.

If the terms of this letter meet with your approval, please countersign a copy of this agreement and return to the undersigned. Thank you again for the opportunity.

**Sincerely,**

**RODNEY BRAXTON, PARTNER**
SSG

On Behalf of NORTA

# 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**<br>Contractor/Consultant Questionnaire<br>CQ-2012<br>RTA | 1. Project name, project number and date of submittal:<br>State Legislative Services<br>Project # 2026-014-01<br>6/10/26 | 2. Official name of firm, indicate if prime or subconsultant:<br>Southern Strategy Group of LA, LLC<br>d/b/a SSG | 3. Address of office to perform work:<br>543 Spanish Town<br>B.R., LA 70802 |
|---|---|---|---|
| 4. Name of parent company, if any:<br>N/A | 5. Location of headquarters (city): | 6. Name, title, and telephone number of principal contact: | 7. Name, title, and telephone number of project manager: |
| 8. Specify Type of Business Entity:<br>◯ Corporation<br>◯ Proprietorship<br>◯ Partnership<br>☑ Limited Liability Corporation (LLC)<br>◯ Other _____ | 9. Indicate Special Status:<br>☐ Small business<br>☐ Minority-owned business<br>☐ Woman-owned business | 10. Indicate certifications held regarding special status:<br>☐ SBE certified<br>☐ SLDBE certified<br>☐ LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>◯ Yes ☑ No<br>If so, has the JV worked together before?<br>◯ Yes ◯ No<br>Indicate the legal name of the JV: |

12. List full-time personnel by primary function. Count each only once.

| # | Function (e.g. civil engineer) |
|---|---|
| 1 | Rodney Braxton (Lobbyist) |
| 2 | Will Hardy (research) |
| 3 | D. Hodge (reporting) |

3 Total Personnel Domiciled in LA
3 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? |
|---|---|---|
| The Madina Group<br>P.O. Box 6452<br>New Orleans, LA 70174 | Lobbying and Legislative Services as directed by Prime to fulfill requirements of RFP # 2026-014-01 | 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: Rodney C. Braxton, President | a. Name and title: |
| b. Position or assignment for this project: Manager | b. Position or assignment for this project: |
| c. Years of professional experience with this firm: 22 With other firms: 0 | c. Years of professional experience with this firm: With other firms: |
| d. Education:<br>College or University/ Degree / Year / Specialization<br>University of New Orleans/B.S./1988/Finance<br>Tulane University/J.D./1992/Law | d. Education:<br>College or University/ Degree / Year / Specialization |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered<br>Louisiana/Law/21495/1992<br>Louisiana/Lobbying/LB00000308/2004 | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>22 years representing entities before the Louisiana Legislature. The list of entities includes non-profits, corporations and local government entities. | 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 |
| East Baton Rouge Parish Schools Rodney Braxton | Gwynn Shamlin ~~Shamlin~~ GShamlin2@ebrschools.org (225) 226-4610 | Legislative Services | Legislative Services | open ended contract | | |
| N.O. R.T.A. Rodney Braxton | Gizelle Banks gbanks@rtaforward.org 504-248-3900 | " | " | currently on month to month basis | | |
| Southern University System Foundation Rodney Braxton Baton Rouge, LA | Robyn Merrick robyn_merrick@sus.edu 225-771-2000 | " | " | Open ended Contract | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

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 |
| | | | | | |
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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: Rodney C. Braxton

Typed Name: Rodney C. Braxton

Date: 6/10/26

Title: President

# 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**<br>Contractor/Consultant Questionnaire<br>CQ-2012 | 1. Project name, project number and date of submittal:<br>RTA Lobbying Contract<br><br>2026-014-01 | 2. Official name of firm, indicate if prime or subconsultant:<br>The Madina Group Consulting (Subconsultant) | 3. Address of office to perform work:<br>5747 Brighton Place New Orleans, LA 70131 |
| 4. Name of parent company, if any:<br>N/A | 5. Location of headquarters (city):<br>New Orleans, LA | 6. Name, title, and telephone number of principal contact:<br>Telley Madina President 504-296-7351 | 7. Name, title, and telephone number of project manager:<br>Telley Madina President 504-296-7351 |
| 8. Specify Type of Business Entity:<br>☐ Corporation<br>☐ Proprietorship<br>☐ Partnership<br>☐ Limited Liability Corporation (LLC)<br>☑ Other: S-Corporation | 9. Indicate Special Status:<br><br>☑ Small business<br>☑ Minority-owned business<br>☐ Woman-owned business | 10. Indicate certifications held regarding special status:<br><br>☑ SBE certified<br>☑ SLDBE certified<br>☑ LAUCP certified | 11. Is this submittal a joint venture (JV)?<br>☐ Yes ☑ No<br>If so, has the JV worked together before?<br>☐ Yes ☐ No<br>Indicate the legal name of the JV:<br>N/A |

12. List full-time personnel by primary function. Count each only once.

| # | **Function (e.g. civil engineer)** | | # | **Function** | |
|---|---|---|---|---|---|
| 3 | Support the day to day management of the TMGC | | | | |
| | | | | | |
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| | | | | | |
| | | | | | |
| | | | | **Total Personnel Domiciled in LA** | 3 |
| | | | | **Total Personnel** | 3 |

13. List all outside subcontractors or subconsultants you intend to employ for this project.

| a. Name and address of subconsultant or subcontractor | b. Specific work to be performed on this project | c. Worked with prime firm before? |
|---|---|---|
| N/A | | |
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14. Brief resumes of key persons anticipated for this project (clearly identify alternate office location if different than listed in item 3).

| | |
|---|---|
| a. Name and title:<br>Telley Madina, President | a. Name and title:<br>Telley Madina, President |
| b. Position or assignment for this project:<br>Sub-consultant and Lobbyist | b. Position or assignment for this project:<br>Sub-consultant and Lobbyist |
| c. Years of professional experience with this firm:<br>With other firms: | c. Years of professional experience with this firm:<br>With other firms: |
| d. Education:<br>College or University/ Degree / Year / Specialization<br><br>Loyola University / Business Management | d. Education:<br>College or University/ Degree / Year / Specialization |
| e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered | e. Active registration or applicable certifications:<br>State / Discipline/ License number / First year registered |
| f. Experience and qualifications relevant to this project:<br>Lobbying and relation management | f. Experience and qualifications relevant to this project:<br>Lobbying and relation management |

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 | |
|---|---|---|---|---|---|---|
| SSG/RTA<br>Baton Rouge | Rodney Braxton<br>225.806.2522<br>Braxton@ssgla.com | Lobby Services | Lobby Services | | | |
| Venture Global<br>Baton Rouge | Claire Stevenson<br>832.922.3507<br>Cstevenson@venturegloballing.com | Lobby Services | Lobby Services | | | |
| | | | | | | |
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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 | |
|---|---|---|---|---|---|
| SSG/RTA<br>Baton Rouge<br>Rodney Braxton<br>225.806.2522<br>Braxton@ssgla.com | Lobby Services<br>Per month basis | | | | |
| Venture Global<br>Baton Rouge<br>Claire Stevenson<br>832.922.3507<br>Cstevenson@ventureglobalLing.com | Lobby Services<br>Per month basis | | | | |
| | | | | | |
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17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

| |
|---|
| Relationships and proximity to the LA Legislative Black Caucus |

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.

No conflict identified.

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 foregoing is a statement of facts.

Signature: _____ Telley Madina Date: _____6-11-26_____

Typed Name: ___Telley Madina_____ Title: _____President _____

## BUY AMERICA

## CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder or proposer hereby certifies that it will comply with the requirements of section 165(a) of the Surface Transportation Assistance Act of 1982, as amended, and the applicable regulations in 49 CFR part 661.

Date 6/10/26

Signature Rodney C Bayless

Company Name S&G

Title President

RTA Project No. 2026-014-1

NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH OF East Baton Rouge

Rodney C. Braxton, being first duly sworn, deposes and says that:

(1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Southern Strategy Group 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: Rodney C Braxton

Title: President

Sworn to me and subscribed in my presence this 10th day of June, A.D.,

Lauren R Noe

NOTARY PUBLIC

LA Bar Roll No. 36648

My commission expires at death.

# CERTIFICATION ON PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

**The Primary Participant (Potential Contractor for a major third party contract), certifies to the best of its knowledge and belief, that it and its principles:**

1. **Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;**

2. **Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;**

3. **Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and**

4. **Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.**

**(If the primary participant is unable to certify to any of the statements I this certification, the participants shall attach an explanation to this certification.)**

**THE PRIMARY PARTICIPANT, (POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT, CERTIFIES OR AFFIRMS THAT TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTION 3801 ET SEQ ARE APPLICABLE HERETO.**

**COMPANY** SSG

**ADDRESS** 543 Spanish Town, B.R., LA 70802

**DATE** 6/10/26

Rodney C. Boyd Jr.

**Signature of Offeror's Authorized Representative**

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

**1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.**

**2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**

**3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.**

**COMPANY** Southern Strategy Group of LA, LLC (SSG)

**ADDRESS** 543 Spanish Town Road, B.R., LA 70802

**DATE** 6/10/26

**Signature of Offeror's Authorized Representative**

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Rodney C. Braxton, President hereby certify on
(Name and Title of Offeror Official)

behalf of Southern Strategy Group of LA ("SSG") that:
(Name of Offeror)

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation renewal, amendment , or modification of any Federal contract, grant, loan or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influenced an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 10th day June, 2026.

BY Rodney C. Braxton

Witnesses: Rodney C. Braxton
(Signature of Authorized Official)

President
(Title of Authorized Official)

Lauren R. Hudden
LA Bar Roll No. 36048
My commission expires at death.

Sworn to and subscribed before me on this 10th day of June, 2026.

Notary Public In and For East Baton Rouge 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 Southern Strategy Group of LA d/b/a SSG

Firm Address 543 Spanish Town, B.R., LA 70802

Telephone Number 225-381-0163

Fax Number 225-381-0163

E-Mail Address braxton@ssgla.com

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

Age of the firm 22 years

Annual gross receipts of the firm $5 Million

Prime or Sub-Contractor Prime

NAICS code (s) 541820

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

Signature Rodney C Braxton

Title President

Date 6/10/26

RTA Project No. 2026-014-01

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

# PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name: Telley Madina

Firm Address: 5747 Brighton Place New Orleans, LA 70131

Telephone Number: 504-296-7351

Fax Number: N/A

E-Mail Address: telley@themadinagroup.com

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

Age of the firm: 18yo (2008)

Annual gross receipts of the firm: 600,000

Prime or Sub-Contractor: SUB

NAICS code (s): 541820

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

Signature: Telley Madina

Title: President

Date: 0

RTA Project No. 2026-014-01

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

UNSURPASSED ADVOCACY | EXPERT ADVICE

Rodney Braxton
President, SSG
543 Spanish Town Road
Baton Rouge, Louisiana 70802
**P:** 225-381-0166
**E:** braxton@ssgla.com

June 16, 2026

Ronald G. “Ron” Baptiste, Jr.
Interim Chief Executive Officer | New Orleans Regional Transit Authority
2817 Canal St.
New Orleans, LA 70119
**P:** 504-827-8300

**RE: Proposal For State Legislative Services #2026-014-1 - Ethics Questionnaire Confirmation**

Mr. Baptiste,

I hereby confirm that no owner, officer or employee of SSG nor any of our subcontractors 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.

Sincerely,

Rodney Braxton

# Regional Transit Authority
# Solicitation Request Routing Sheet

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

| | |
|---|---|
| Solicitation ID | 289 |
| ProjectSchedule Delivery Date | March 13, 2026 |
| Technical Specs attached | No |
| Scope of Work attached | Yes |

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

**Name:** COLLINS, DAWN
**Title:** EXECUTIVE ASSISTANT TO OFFICE OF CEO
**Ext:** 8453

**B. Name of Project, Service or Product:**

State Legislative Services

**C. Justification of Procurement:**

**The purpose of this procurement is to secure professional legislative advocacy and government relations services to support the agency's statutory mandate. The agency requires specialized expertise to monitor, interpret, and communicate complex legislative proposals; coordinate with lawmakers and committee staff; and represent the agency's operational and policy interests before the State Legislature and relevant executive branch entities.**

**Due to the rapid pace and technical nature of the legislative process, the agency must maintain accurate, timely, and strategic engagement to ensure compliance, protect operational integrity, and support informed decision-making among agency leadership.**

**D. Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?

| | |
|---|---|
| **Director Grants / Federal Compliance** | |
| **Signature** | |
| **Date** | |

E. **Information Technology:**

| | |
|---|---|
| **IT Dept Head** | Sterlin J Stevens |
| **Signature** | *Sterlin J Stevens* |
| **Date** | 3/2/2026 9:27 PM |

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

Additional Safety Requirements Attached:

| | |
|---|---|
| **Chief** | Michael J Smith |
| **Signature** | *Michael J Smith* |
| **Date** | March 02 2026 |

## G. Risk Management:

Include Standard Insurance Provisions Only?

No

Include Additional Insurance Requirements Attached ?

| | |
|---|---|
| **Risk Management Analyst** | Marc L Popkin |
| **Signature** | *Marc L Popkin* |
| **Date** | March 02 2026 |

## H. Funding Source:

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

Multiple Years allocation if required:

| Year | Amount | Budget Code |
|---|---|---|
| Year-1 | $90,000.00 | 01-2100-02-7070-176-00-00-00000-00000 |
| Year-2 | $90,000.00 | 01-2100-02-7070-176-00-00-00000-00000 |
| Year-3 | $90,000.00 | 01-2100-02-7070-176-00-00-00000-00000 |
| Year-4 | | |
| Year-5 | | |
| Total all years | $270,000.00 | |

**Independent Cost Estimate (ICE):** $270,000.00
**Projected Total Cost:** $270,000.00
**Funding Type:** Local
**Grants or Capital Project ID:**

| Federal Funding | State | Local | Other |
|---|---|---|---|
| | | $270,000.00 | |
| **Projected Fed Cost** | **State** | **Local** | **Other** |
| | | $270,000.00 | |

| FTA Grant IDs | Budget Codes |
|---|---|
| | 01-2100-02-7070-176-00-00-00000-00000 |
| | 01-2100-02-7070-176-00-00-00000-00000 |
| | 01-2100-02-7070-176-00-00-00000-00000 |
| | |
| | |

| | |
|---|---|
| **Budget Analyst** | Erin Ghalayini |
| **Signature** | *Erin Ghalayini* |
| **Date** | March 02 2026 |

I. **DBE/SBEGoal**:

| | |
|---|---|
| **% DBE** | 0 |
| **% Small Business** | 0 |

| | |
|---|---|
| **Director Small Business** | Adonis Charles Expose' |
| **Signature** | *Adonis Charles Expose'* |
| **Date** | March 02 2026 |

| | |
|---|---|
| **DBE/EECompliance Manager** | Adonis Charles Expose' |
| **Signature** | *Adonis Charles Expose'* |
| **Date** | March 02 2026 |

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

| | |
|---|---|
| **Department Head** | Gizelle Johnson Banks |
| **Signature** | *Gizelle Johnson Banks* |
| **Date** | March 02 2026 |

| | |
|---|---|
| **Lagal Chief** | Tracy L. Tyler |
| **Signature** | *Tracy L. Tyler* |
| **Date** | Tuesday, March 03, 2026 |

| | |
|---|---|
| **Division Chief** | Tracy L. Tyler |
| **Signature** | *Tracy L. Tyler* |
| **Date** | March 02 2026 |

| | |
|---|---|
| **Director of Procurement** | Ronald Gerard Baptiste |
| **Signature** | *Ronald Gerard Baptiste* |
| **Date** | March 03 2026 |

**FOR PROCUREMENT USE ONLY**

**Type of Procurement Request:**

RFP - Request for Proposal

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

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

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

**Sole Source (SS)** this procurement can be defined as any contract entered into without a competitive process, based on a justification that only one known source exists or that only one single supplier can fulfill the requirements.
**State Contract (SC)** this procurement is via a State competitive procurement
**Two-step Procurment - request for qualifications** step-one used in the formal process of procuring a product or service, It is typically used as a screening step to establish a pool of vendors that are then qualified, and thus eligible to submit responses to a request for price proposal (RFP). In this two-step process, the response to the RFQ will describe the company or individual's general qualifications to perform a service or supply a product, and RFP will describe specific details or price proposals.

| **Required if Total Cost above $15K** | |
|---|---|
| **Chief Financial Officer** | **Gizelle Johnson Banks** |
| **Signature** | *Gizelle Johnson Banks* |
| **Date** | **March 08 2026** |

| **Required if Total Cost above $50K** | |
|---|---|
| **Chief Executive Officer** | **Lona Edwards Hankins** |
| **Signature** | *Lona Edwards Hankins* |
| **Date** | **March 09 2026** |

# SCOPE OF WORK

# STATE LEGISLATIVE SERVICES – UPDATED DRAFT (2025)

## I. Introduction

The New Orleans Regional Transit Authority (RTA) seeks a qualified firm to perform government relations and legislative services at the State level, supporting RTA's core mission in Orleans, Jefferson, and St. Bernard Parishes. The Consultant shall perform work on an as-needed basis and assist RTA in navigating evolving legislative and political conditions. This shall include assisting RTA with identifying opportunities and effectively engaging policymakers and staff of state and local elected and administration officials to ensure RTA obtains positive state policy and funding outcomes.

RTA is seeking contracted support to secure funding for key regional transportation initiatives. These include Bus Rapid Transit projects that may require modifications to existing state highways, enhancements to Canal/Algiers and Chalmette ferry services, and alignment with emerging state infrastructure legislation, stimulus funding, and competitive discretionary programs. With expert state legislative services, RTA aims to strengthen its participation and effectiveness in these opportunities.

Several critical projects are underway that depend on new state policy and funding to ensure long-term sustainability and operational success. A major upcoming initiative is the Downtown Transit Center; the Bus Rapid Transit initiative; redeveloping the Union Passenger Terminal into a multi-modal, Transit-Oriented Development featuring RTA offices and possible workforce housing**.** Together, these projects aim to strengthen mobility links across the region, enhance access to economic opportunities, and create a more integrated transportation network**.**

## II. Background

The New Orleans Regional Transit Authority (RTA) is a sales tax-supported entity responsible for developing, operating, and maintaining a public mass transportation system for the benefit of residents within its geographic district. RTA is governed by a publicly appointed Board of Directors consisting of eight members. Serving the New Orleans Metropolitan Area, RTA operates independently while connecting seamlessly with Jefferson Transit (JeT) and St. Bernard Urban Rapid Transit (SBURT). The RTA is advancing transformative initiatives that will strengthen regional mobility, enhance resilience, and align with state and city master plans.

RTA provides essential mobility for nearly 400,000 people who live, work, and visit within its service area. Our network includes five streetcar lines, 34 bus routes, two ferry routes, and paratransit services, delivering more than 19 million rides annually. This includes the

historic St. Charles Streetcar Line—the longest continually operating streetcar in the country since 1835.

Since 2014, RTA has operated ferry services on behalf of the Louisiana Department of Transportation and Development (DOTD) under a Cooperative Endeavor Agreement (CEA). This arrangement followed the closure of the Crescent City Connection Division and the removal of tolls that previously funded ferry operations. While LADOTD retains ownership of most assets, the original $5.1 million allocation under the CEA has not kept pace with inflation or rising maintenance costs, creating a significant funding gap.

New Orleans remains one of the nation's top travel destinations, ranked #2 on Forbes' list of Top 50 Places to Travel in the World in 2019. The city welcomed 18.5 million visitors in 2018 and hosts more than 135 festivals annually—nearly one every three days. With over 22,000 hotel rooms downtown and 38,000 across the metro area, plus more than one million cruise passengers annually, reliable transit is essential to sustaining tourism and economic growth.

## III. Scope of Services

*The Consultant shall provide state legislative services, including but not limited to:*

- Engage with key members and staff of the Louisiana Legislature and Governor's Administration to advance RTA's legislative and policy priorities.
- Coordinate communication with the New Orleans Legislative Delegation and relevant committees and agencies.
- Collaborate with RTA staff on strategic planning for appropriations, grant programs, and funding opportunities.
- Monitor and report on legislative and regulatory developments, including transportation reform measures and budget updates.
- Facilitate dialogue with DOTD officials regarding RTA's legislative agenda and regional connectivity initiatives.
- Arrange meetings, schedule appointments, and manage correspondence with state-level policymakers and influencers.
- Provide day-to-day consultation and representation as needed.
- Track and analyze proposed and enacted legislation impacting public transit, infrastructure funding, and regional mobility. Provide timely updates and strategic recommendations to agency leadership.
- Maintain open communication with state legislators and committees, keeping them informed about the agency's new projects, initiatives, and progress toward statewide transportation objectives.

- Deliver regular updates on state and federal budget allocations, discretionary grant opportunities, and emerging funding streams to support transit operations and capital projects.
- Represent the agency's interests in legislative forums and stakeholder meetings. Develop, manage, and sustain public-private partnerships that enhance transit service delivery and innovation
- Represent the agency's interests in legislative forums and stakeholder meetings. Develop, manage, and sustain public-private partnerships that enhance transit service delivery and innovation.

**Independent Cost Estimate (ICE)**

**INDEPENDENT COST ESTIMATE SUMMARY FORM**

Project Name/Number:

Date of Estimate:

Description of Goods/Services:
Governmental Lobbyist

___ New Procurement
_X_ Contract Modification (Change Order)
___ Exercise of Option

Method of Obtaining Estimate:

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

___ Published Price List (attach source and date)

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

___ Comparable Purchases by Other Agencies (attach email correspondence)

___ Engineering or Technical Estimate (attach)
___Independent Third-Party Estimate (attach)

___ Other (specify) _____ attach documentation

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

Through the method(s) stated above, it has been determined the estimated total cost of the goods/services is $___7500.00/ month

The preceding independent cost estimate was prepared by:

Dawn U. Collins

Name

Signature

Regional Transit Authority may, 27, 2021

2817 Canal Street
New Orleans, LA 70119

# New Orleans Regional Transit Authority

## Board Report and Staff Summary

**File #:** 26-111 **Board of Commissioners**

Replacement Cabling Installation for Clever Devices System on Streetcars

| DESCRIPTION: Award Purchase Order for Replacement Cabling Installation for the Clever Devices system on Streetcars | AGENDA NO: Click or tap here to enter text. |
|---|---|
| ACTION REQUEST: Approval | |

RECOMMENDATION:

To authorize the Interim Chief Executive Officer to award a purchase order to Clever Devices (Hitachi Rail, LTD) for the acquisition of replacement cable installation for Clever Devices systems on Streetcars in an amount not exceeding $201,550.00.

ISSUE/BACKGROUND:

The existing cabling for the Clever CAD/AVL system installed on the streetcar fleet has reached the end of its useful life and requires replacement to ensure the continued reliability and functionality of the system. Extensive troubleshooting determined that the cabling supplying data and power to the Transit Control Hub (TCH) is deteriorated, resulting in system performance issues and unreliable hardware operation. Because the replacement cabling consists of proprietary components specifically designed for the existing Clever Devices hardware configuration, only the manufacturer is qualified to manufacture, test, and install the new cabling in accordance with proprietary specifications and warranty requirements.

DISCUSSION:

The proposed vendor-approved repair plan includes the manufacture, testing, and installation of ne cabling on all streetcars to restore reliable data and power communication to the Transit Control Hub (TCH), significantly improving the reliability, stability, and performance of the Clever Devices CAD/AVL system. As the authorized manufacturer of the proprietary replacement cabling, the vendor is uniquely qualified to provide components fully compatible with eh existing hardware and perform the installation in accordance with manufacturer specifications and warranty requirements. Awarding this purchase order will ensure the continued reliability of the streetcar CAD/AVL system, minimize operational disruptions, preserve the manufacturer’s warranty, maintain compatibility with the RTA’s existing intelligent transportations system infrastructure.

FINANCIAL IMPACT:

Funding for this purchase order will be provided through local funds account code 01-2943-99-7610-101-00-00-00000-00000 and 01-9900-99-7150-101-89-00-00000-00000.

NEXT STEPS:

1. Execute the purchase order and issue a Notice to Proceed
2. Coordinate the installation schedule
3. Complete system testing and acceptance

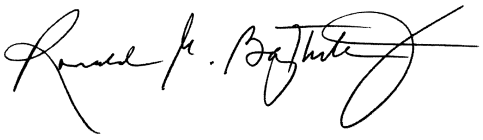
ATTACHMENTS:

1. Resolution
2. ATT20106
3. NORTA M12 Cable Replacement SoW 04
4. M12 Patch Routing
5. RE: Quote Renew or Hold Pricing

Prepared By: Amanda Washington
Title: Administrative Analyst

Reviewed By: Ryan Moser
Title: Chief Asset Management Officer

Reviewed By: Gizelle Banks
Title: Chief Financial Officer



7/30/2026

Ronald G. Baptiste Date
Interim Chief Executive Officer

**Regional Transit Authority**
2817 Canal Street
New Orleans, LA 70119-6301
504.827.8300
www.norta.com

**RESOLUTION NO.** _____

**FILE ID NO.** **26-111**

**STATE OF LOUISIANA**

**PARISH OF ORLEANS**

---

**AUTHORIZATION TO AWARD A PURCHASE ORDER TO CLEVERDEVICES (HITACHI RAIL, LTD.) FOR THE ACQUISITION AND INSTALLATION OF PROPRIETARY REPLACEMENT CABLING FOR THE CLEVERDEVICES CAD/AVL SYSTEM ON THE STREETCAR FLEET**

---

Introduced by Commissioner _____, seconded by Commissioner _____.

**WHEREAS,** the Interim Chief Executive Officer of the RTA has the need to award a purchase order to CleverDevices (Hitachi Rail, LTD.) for the acquisition of a replacement cabling installation for CleverDevices systems on Streetcars; and

**WHEREAS,** the existing cabling that provides power and data communication to the Transit Control Hub (TCH) has reached the end of its useful life, resulting in system performance issues and unreliable operation of the CleverDevices hardware; and

**WHEREAS,** extensive troubleshooting has confirmed that replacement of the existing proprietary cabling is necessary to restore the reliability and functionality of the CAD/AVL system; and

**WHEREAS,** the proposed scope of work includes the manufacture, testing, and installation of new cabling on all streetcars to restore reliable data and power communication to the Transit Control Hub (TCH), thereby improving the reliability, stability, and overall performance of the CleverDevices CAD/AVL system; and

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2817 Canal Street
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**WHEREAS,** awarding this purchase order will preserve manufacturer warranty protections, maintain compatibility with the RTA's existing transportation system infrastructure, minimize operational disruptions, and ensure the continued reliability of the streetcar fleet's CAD/AVL system; and

**WHEREAS,** funding for this purchase order is available through Local Funds account code 01-2943-99-7610-101-00-00-00000-00000 and 01-9900-99-7150-101-89-00-00000-00000 in the amount not to exceed $201,550.00 (TWO HUNDRED ONE THOUSAND FIVE HUNDRED FIFTY DOLLARS); and

**NOW, THEREFORE, BE IS RESOLVED,** by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or her designee, is authorized to award a purchase order to CleverDevices system (Hitachis Rail, LTD.) for the purchase of the replacement cabling and installation.

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

**YEAS:** _____

**NAYS:** _____

**ABSTAIN:** _____

**ABSENT:** _____

**AND THE RESOLUTION WAS ADOPTED ON THE** Choose an item. **DAY OF AUGUST, 2026.**

**Regional Transit Authority**
2817 Canal Street
New Orleans, LA 70119-6301
504.827.8300
www.norta.com

---

**ANN DUPLESSIS**

**CHAIRMAN**

**RTA BOARD OF COMMISSIONERS**

Clever Devices
Where Mobility Matters

# Scope of Work Proposed to NORTA for M12 Cable Replacement

May 8, 2026

300 Crossways Park Drive
Woodbury, New York 11797

516-433-6100

www.cleverdevices.com

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# 1 INTRODUCTION

Clever Devices proposes the following scope of work for NORTA's M12 Cable Replacement project. In the sections below, we outline the proposed solution, general project tasks, and responsibilities. We have proposed a base solution with one option for moving forward.

For the base solution pricing, Clever Devices will supply cables and train NORTA on installation. NORTA will install the cables on the streetcar fleet. NORTA can choose to retrofit all streetcars at once or perform cable replacements as needed when TCH issues are seen on cars.

Option: In addition to supplying the new cables, Clever Devices will provide installation and project management to fully complete the project. Clever Devices will perform all cable replacements in a single campaign.

Project details will be agreed upon with NORTA, and further documentation will be provided with the signing of a Purchase Order (PO). Section 6 contains the proposed pricing and terms of sale for this solution.

# 2 PROJECT GOALS

- This project is intended to address the issues NORTA has had with the TCH freezing during operations on the streetcars.
- NORTA has explained that the Streetcar TCH units would periodically become frozen or inoperable, and it is believed to be communication-related. To eliminate any contributing factors, the proposed solution is to replace the existing cables that make the direct connection between the TCH and the IVN-R.
- The existing cables will be disconnected, and new cables will be installed, allowing the TCH in each car to be directly connected to the IVN-R via the new cable, eliminating any "cable failure" factors that could be causing the issue.

**It is highly recommended that NORTA procure and install Liquid-Tite conduit or similar for routing the cable under the vehicle to protect and extend the service life of the cables.**

# 3 SOLUTION DELIVERABLES

Clever Devices will produce and provide new cables, along with full installation kits, for the NORTA Streetcars.

An initial installation of 4 vehicles has been conducted as a pilot test phase and in order to map out and improve efficiency of the other installations and document the process. Clever Devices will first seek concurrence from NORTA that the solution adequately addresses their issues, and all parties are satisfied to move forward with the rest of the vehicles.

For the Base offering, NORTA will install the remainder of the fleet. Once all vehicle installations have been completed, all parties will confirm no residual issues have surfaced and the core issue has been resolved.

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# 4 PROJECT MANAGEMENT / IMPLEMENTATION (IF OPTION IS PURCHASED)

Clever Devices will assign a project manager for this project. The project manager will manage the coordination of the internal Clever Devices team, including deliverables tracking, meetings, invoicing and other communication between Clever Devices and the NORTA Project Manager for this project. Our project team will provide ongoing Meeting Minutes and updated Action Items Lists to NORTA.

## 4.1 PROJECT TASKS

To consider:

- NORTA shall designate the installation area where this work is to be completed.
- Once all vehicle installations are complete, Clever Devices' team will seek approval and sign off that all issues pertaining to this project have been addressed and the project may be closed out.

Upon completion of this project, the Clever Devices team will provide relevant documentation to the NORTA Project Manager so vehicle documentation can be updated to reflect the current state/configuration of their vehicles for maintenance purposes.

## 4.2 PROJECT MILESTONES AND TIMELINE

Project Milestones will be agreed upon with NORTA. A detailed Project Schedule, including the identification of major milestones, will be provided after the signing of the PO. The estimated base project duration is 6 months (including 3 months for material lead-time), depending on NORTA's readiness.

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# 5 ASSUMPTIONS AND RESPONSIBILITIES [WITH OPTION PRICING]

## 5.1 ASSUMPTIONS

Pricing for Clever Devices to perform installation includes disconnecting and installing TCH cables for 66 streetcars, including:

- Designing, procuring, and delivering 66 Cable Kits
- Performing full-fleet deployment and post-install testing with NORTA on 66 streetcars.

Pricing does not include any other hardware/software upgrades or integration.

Clever Devices' standard process for installations will be followed. For this project, all meetings and reviews will be conducted remotely. All references to Clever Devices interfacing with existing systems are predicated on the assumption that the respective system is functioning properly. NORTA is responsible for ensuring all existing or 3rd party software, systems, components and equipment are functioning properly and to manufacturers' specifications during all phases of the project and are being actively supported by the original developer/manufacturer at the time of project deployment. If this is not the case, it is presumed that NORTA will work directly with its provider to resolve any issues.

## 5.2 CLEVER DEVICES' RESPONSIBILITIES

- Collaborating with NORTA from project inception onward, informally and during regularly scheduled meetings as well as site visits
- Perform extensive data gathering, analysis, and planning in collaboration with NORTA to ensure a thorough understanding of the operating environment
- Provide Project Management support throughout the implementation
- Provide documentation upon project completion for records and maintenance purposes.

## 5.3 NORTA'S RESPONSIBILITIES

- Providing vehicles for installation and the area in which the Clever Devices team will be working (4 streetcars per night/20 per week) during the retrofit installation process. If any access or training is needed for the Clever Devices team that will be on-site, the NORTA Project Manager will be responsible for coordinating with the Clever Devices Project Manager ahead of time.
- Ensuring all streetcars are fully functional and ready for vehicle retrofit installation.
- Providing minimum of 1 Service Pit during the retrofit installation period to allow the Service Technician safe access while installing/routing the cables underneath each vehicle.

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# 6 PRICING

## 6.1 CONFIDENTIAL QUOTATION

| | | | |
|---|---|---|---|
| ATTN: | Elliot Amsbaugh | DATE: | May 8, 2026 |
| COMPANY: | New Orleans Regional Transit Authority (NORTA) | | |
| EMAIL: | eamsbaugh@rtaforward.org | OPP ID #: | |
| | | PR #: | |
| ADDRESS:<br><br>PHONE: | 504-827-7900 | RE: | StreetCar M12 Cable Patch |

Clever Devices is pleased to submit the following quotation, subject to the terms and conditions listed below.

| Item | Qty | Description | Unit Price | Extended Price |
|---|---|---|---|---|
| 1 | 66 | M12 Cables Assembly Kit<br>*Includes:*<br>- M12 Cables Assembly<br>- Hardware Installation Kit<br>P-Clamps<br>Looms<br>Screws<br>Duct Seal Compound<br>Tie Wraps | $1,005.00 | $66,330.00 |
| | | | Total | $66,330.00 |
| Optional Item | | | | |
| 2 | 1 | - Installation, Installation Supervision, Configuration, Testing & Project Management | $135,220.00 | $135,220.00 |

Notes:

- The scope and impact of tariff policies, as well as AI-driven demand in processors, memory, and storage, remains uncertain. We are actively monitoring these developments and taking appropriate measures to reduce potential effects on our customers. This quotation excludes any additional fees the Purchaser may incur due to applicable tariffs or market-driven cost increases. If circumstances beyond our control require adjustments to pricing or material lead-times, we will communicate these changes prior to purchase-order acceptance and update this quotation accordingly.
- Unit Prices provided only apply to the purchase of the quantities defined. Unit Prices may vary if quantities are adjusted as they can include fixed costs and/or quantity discounts.

Payment Milestones:

- Invoicing will be issued upon shipment of material based on the unit price(s) quoted above

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## 6.2 Clever Devices' Standard Terms And Conditions Of Sale

Note these terms may not be applicable to existing customers. If this quote is for an amendment to an existing agreement, all the terms and conditions of your valid agreement with Clever Devices remain in full force and effect.

### 6.2.1 Applicable to Software License Purchases only

Requirement for End User License Agreement

- Purchaser acknowledges that Clever Devices Ltd. ("Clever Devices") perpetually licensed software is sold subject to acceptance of the terms of the End User Licensing Agreement ("EULA") http://www.cleverdevices.com/wp-content/uploads/2021/04/Clever-Devices_EULA_RV20210428.pdf
- Any entity procuring Clever Devices licensed products which is not the end user of the licensed product ("Non-End User"), such as but not limited to an Original Equipment Manufacturer to which Clever Devices is a supplier, is obligated to provide Clever Devices with the EULA (covering the software licenses associated with the contents of this quotation/proposal) signed by an authorized official of the End User. Failure by a Non-End User to provide such a properly executed Clever Devices EULA to Clever Devices shall make the Non-End User liable for any misappropriation or misuse of Clever Devices' products and be subject to damages as defined in the EULA.

Obligations of Non-End User Procuring Entities

- Non-End Users are granted the right to install the licensed products and to test their functionality in the end user designated space or equipment. Non-End Users do not have licenses to otherwise use, sublicense, resell, or operate Clever Devices' products, and no other licenses or rights to use are provided or implied by this Agreement.

### 6.2.2 General

- All Purchase Orders must be sent to the following email address: customerPO@cleverdevices.com
- Prices are quoted in USD unless otherwise specified.
- Unless explicitly stated, prices do not include any state or local sales tax. Sales tax will be estimated upon receipt of purchase order, if necessary, and incorporated into future invoices/milestones.
- Unit Prices are good only for the total number of units quoted. Lesser quantities may command a higher per unit cost because of certain fixed costs contained in the quote.
- Prices quoted herein are valid for ninety (90) days from the date of quotation or proposal and are applicable to the quantities covered by this quotation; any change in quantity, delivery or elimination of one or more items may require a revision to the prices quoted. Clever Devices reserves the right to update pricing and schedule if the quote is not exercised within the validity time period.
- Orders for one bus set (i.e. pilot bus) must be part of a complete quantity order or must be accompanied by a Letter of Intent to order the entire quoted quantity.
- Clever Devices shall be paid for the items quoted above as follows:
    - Payment terms are Net 30 days from the date of shipment or when rendered services are completed, subject to prior approval of our Credit Department.
    - No customer account shall be credited for parts returned without prior written authorization from Clever Devices and receipt of such goods.
    - Clever Devices' General Terms and Limits of Liability apply.
- Unless specifically advised in the quote, lead time for Hardware and Services will be as advised by Clever Devices upon receipt of order. Standard lead time for hardware is sixteen (16) weeks from

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receipt of order, but Clever Devices stocks standard parts and, if available, the order will be shipped earlier. Delivery is F.O.B. Clever Devices Ltd., 300 Crossways Park Drive, Woodbury, NY 11797.

- Clever Devices shall not be liable for failure of or delay in performing obligations set forth in this Quote if such failure or delay is due to natural disasters or any causes beyond the reasonable control of Clever Devices.
- Clever Devices reserves the right, without advance notice, to make engineering or production changes, to include substitution of part numbers and/or vendor sources for components that may affect the design or specifications of its products, provided said modifications will not materially affect the performance of the product.
- Unless negotiated and agreed to otherwise in writing, in no event is Clever Devices liable for consequential damage from late or non-delivery, malfunction or failure of its products, nor is Clever Devices liable for damage resulting from faulty installation. If Clever Devices performs repairs resulting from damage caused by installation, it will invoice the original installer for the cost of such repair.
- Unless negotiated and otherwise agreed to in writing by an authorized representative, the pricing is exclusive of any liquidated damages and is not an acceptance of any prime contract flow downs that are not regulatory in nature and applicable to Clever Devices' scope of work.

### 6.2.3 Clever Devices' Warranty Policy – Applicable To Hardware Purchases Only

Clever Devices' warranty obligations are limited to the terms set forth below:

1) New Manufactured Products Limited Warranty
   a) Clever Devices guarantees for a period of one (1) year from original factory shipment that each product is free from defects in material and workmanship.
   b) If the product fails to operate as specified and has not been tampered with or abused during this warranty period, Clever Devices or its authorized service agents shall either repair or replace any defective part or the product free of charge.
   c) Bench fees will apply to any product received by Clever Devices with no-trouble-found. Products returned with failures caused by improper use or installation will be repaired and the appropriate charges will apply. Such services by Clever Devices shall be the original purchaser's sole and exclusive remedy. Clever Devices shall not be responsible for the cost of removal or installation of warranted products unless a prior written agreement has been reached at the time of the original purchase contract. Clever Devices' labor rate table will apply for all product replacement time.
   d) Clever Devices will repair or replace, at Clever Devices' option, any defective product under warranty. Clever Devices will not honor credit requests on any defective used product. Product repair or replacement will be the only option available to the original Purchaser.
   e) This warranty does not apply: (a) to damage caused by accident, abuse, misuse, misapplication or improper installation; (b) to damage caused by conditions outside Clever Devices specifications including but not limited to vandalism, fire, water, temperature, humidity, dust or other perils; (c) to damage caused by service (including upgrades) performed by anyone who is not a Clever Devices Authorized Technician; (d) to a product or a part that has been modified without the written permission of Clever Devices; (e) if any of Clever Devices' serial number has been removed or defaced; or (f) expendable or consumable parts, such as batteries and flashcards.
   f) Clever Devices shall not be liable for any special, incidental or consequential damages for loss, damage directly or indirectly arising from customer's use or inability to use the equipment either separately or in combination with other equipment, or for personal injury or loss or destruction of other property, or from any other cause.

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2) Warranty Repair Policy
    a) A replacement or repaired product assumes the remaining warranty of the original product or ninety (90) days, whichever provides longer coverage for the original purchaser. When a product is exchanged, any replacement product becomes the original purchaser's property, and the replaced product becomes Clever Devices' property.
3) Obtaining Warranty Service
    a) The original purchaser is responsible for returning any defective products to Clever Devices after obtaining a Returned Merchandise Authorization (RMA) number from Clever Devices' Customer Service Department at 888-478-3359. No products will be accepted without an RMA number. When requesting an RMA number, be sure to have the serial number of the equipment available.
    b) The original purchaser must package the product properly for return shipment. Clever Devices is not responsible for any damage to the product caused during transit or for any package lost by the shipping company.
    c) The original purchaser assumes all cost in shipping the defective product to Clever Devices, and Clever Devices will assume the cost in shipping back to the customer. All replacement/repaired products are shipped UPS Ground unless a rush is requested. The cost of shipping using any mode other than UPS Ground is to be paid by the original purchaser.

Ship to:

Clever Devices Ltd.
Attn: Service Department RMA # _____
2118 Energy Drive
Apex, NC 27502

### 6.2.4 Clever Devices' Return and Exchange Policy

Clever Devices does not accept returns without an RMA. Custom-built equipment or merchandise specifically ordered for you is not returnable. Where return of unused merchandise is at the request or convenience of the customer, a 25% restocking fee will be charged. No unused merchandise will be accepted for return later than thirty (30) days after shipment. All returned merchandise shall be sent freight prepaid and properly insured by the customer. Clever Devices reserves the right to select the method of shipment. Should the customer receive replacement merchandise damaged in shipment, it is their responsibility to file a damage claim immediately with the delivery carrier.

### 6.2.5 Clever Devices' Non-Warranty Service Policy

1) Non-Warranty Repair Policy
    a) Non-warranty repairs made by Clever Devices carry a limited repair warranty of ninety (90) days on services and replacement parts only. Defects in our repair work or any parts replaced will be corrected at no charge if the defect occurs within ninety (90) days from shipment from our facility.
2) Field Service
    a) Field Service calls will be made to customer's facility upon request. Time, expenses, and materials will be charged, as outlined below, unless other arrangements are made in advance. Field Service is treated as any repair. All travel must be pre-approved and is based upon actual prevailing airfare, lodging and Per Diem rates. Contact Clever Devices for current Per Diem rates.

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| GENERAL FIELD SERVICE RATES: | |
|---|---|
| Transportation | Actual cost using commercial coach or business class air, first class rail, bus, rental car, and cab services as applicable, including transportation to and from the airport* |
| Mileage Allowance | IRS allowable rates |
| Personal Expenses | Per Diem rates |
| Basic Rates | $150.00 per hour for actual time in customer's plant, plus a flat rate for round-trip travel time** |
| Miscellaneous | Actual charges for other necessary items such as tolls, parking, and freight charges* |

* Charges may be subject to a 12% administrative fee

** Rates may vary because of weekend/holiday rates, the type of service required, a previously negotiated rate and/or personnel involved

3) Non-Clever Devices Product Received for Repair
    a) Product received for repair that was not manufactured or supplied by Clever Devices will be held for a period of up to ninety (90) days and will then be subject to discard, unless alternative arrangements have been agreed to in advance. Clever Devices will require the customer's shipping number in order to return the product.

### 6.2.6 Clever Devices' Product End-of-Life Notice

1) Clever Devices does not guarantee how long any product, spare part, or component will remain serviceable, supported, or available unless explicitly stated.
    a) Clever Devices is not liable if it cannot support or service a product due to parts being discontinued or unavailable beyond its control.
    b) Clever Devices reserves the right to discontinue or modify any product or component as part of standard lifecycle management. When feasible, customers will be notified of key lifecycle milestones such as End-of-Sale (EoS), End-of-Life (EoL) and End-of-Support (EoS).
    c) Clever Devices will make commercially reasonable efforts to provide compatible replacements or upgrade paths. Additional configuration may incur an extra charge.

**Primary Customer Point of Contact:**
Mark Jason
Strategic Account Manager
mjason@CleverDevices.com
516-316-2093

**Prepared By:**
Anil Mohabir
Manager, Pricing

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BusLink Switch®
BusTime®
BusWare®
Celrado®
CleverAnalytics®
CleverCAD®
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**Note:** All images used in this document are provided for example purposes only. Images may contain additional content outside of the proposed solution.

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# Regional Transit Authority
## SOLE SOURCE JUSTIFICATION FORM
## FOR TRANSACTION OVER $25,000

**FOR PROCUREMENT USE ONLY:**
**FTA C 4220.1F states: Sole Source Justification - If the recipient decides to solicit an offer from only one source, the recipient must justify its decision adequately considering the standards of subparagraph 3.i(1)(b) of this Chapter. This procurement can be defined as any contract entered without a competitive process. based on a justification that only one known source exists or that only one single supplier can fulfill the requirements. FTA expects this sole source justification to be in writing.**

1. The materials/services listed on Requisition number # is available from only one source and competition is precluded for reasons indicated below. There are no substitutes available.

2. This acquisition is restricted to the following source:

| **MANUFACTURER** | |
|---|---|
| Manufacturer Name | **CleverDevices** |
| Manufacturer Address | **2118 Energy Drive Apex NC 27502** |
| Manufacturer's Dealer/Representative | **Mark Jason** |
| Dealer/Representative address and Phone | **516-316-2093** |

3. Description of the materials/service required, the estimated cost, and required delivery date.

| **DESCRIPTION** | |
|---|---|
| Matrials/Services/Product | **CleverDevices** |
| Estimated Cost | **$201,550.00** |
| Required Delivery Date | **August 1, 2026** |

4. Specific characteristics of the materials/service that limit the availability to a sole source are unique features and functionality of the system

**Vendor in manufacturing and testing cables specific to our streetcar application. They will perform the installation in compliance with proprietary hardware regulations and warranty. Components must be compatible with current CAD/AVL hardware and directly replace existing cables.**

5. Reason for sole-source

**Direct replacement parts/components**

**(a) Sole Source. When the recipient requires supplies or services available from only one responsible source, and no other supplies or services will satisfy its requirements, the recipient may make a sole**

**source award. When the recipient requires an existing contractor to make a change to its contract that is beyond the scope of that contract, the recipient has made a sole source award that must be justified.**

**Unique Capability or Availability**

**Substantial Duplication Costs**

**CERTIFICATION**

**I certify that statements checked, and information provided above are complete and correct to the best of my knowledge. I understand that the processing of this Sole-Source Justification precludes the use of full and open competition.**

| | |
|---|---|
| REQUESTOR | |
| Request ID # | **342** |
| Name | **AMSBAUGH, ELLIOT** |
| Title | **FLEET TECHNOLOGY MANAGER** |
| RTA Extention | **7900** |

*AMSBAUGH, ELLIOT* **June 9, 2026**

**Requestor** **Date**

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

**Department Head:** **Ryan Moser**

*Ryan Moser* **June 24 2026**

**Signature** **Date**

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**B. Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?

**Director of Grants/ Federal Compliance :**

**Signature** **Date**

---

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

Additional Safety Requirements Attached

**Chief:** **Michael J Smith**

*Michael J Smith* | June 25 2026

**Signature** | **Date**

---

**Risk Management:**

Include Standard Insurance Provisions Only?

**true**

Include Additional Insurance Requirements Attached ?

**false**

**Risk Management Analyst**: **Tracy L. Tyler**

*Tracy L. Tyler* | June 26 2026

**Signature** | **Date**

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**D. Funding Source:**

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

Multiple Years allocation if required:

| Year | Amount |
|---|---|
| Year-1 | |
| Year-2 | |
| Year-3 | |
| Year-4 | |
| Year-5 | |
| Total all years | |

**Estimated Amount**: **$201,550.00**

**Total Estimated Cost:** **$201,550.00**

**Funding Type:** **Local**

**Capital/Grant Project ID:**

| Federal Funding | State | Local | Other |
|---|---|---|---|
| | | $201,550.00 | |
| **Projected Fed Cost** | **State** | **Local** | **Other** |
| | | $201,550.00 | |

| FTA Grant IDs | Budget Codes |
|---|---|

| | |
|---|---|
| | 01-2943-99-7610-101-00-00-00000-00000 |
| | 01-9900-99-7150-101-89-00-00000-00000 |
| | |
| | |

**Budget Analyst:** Erin Ghalayini

*Erin Ghalayini* — June 25 2026

**Signature** — **Date**

**E. DBE/SBE GOAL:**

| | |
|---|---|
| 0 | % DBE |
| 0 | % Small Business |

**Director of Small Business Development:**

Adonis Charles Expose

*Adonis Charles Expose* — June 26 2026

**Signature** — **Date**

**DBE/EEO Compliance Manager:**:

Adonis Charles Expose

*Adonis Charles Expose* — June 26 2026

**Signature** — **Date**

**F. Information Technology Vetting:**

**IT Director:** Sterlin J Stevens

*Sterlin J Stevens* — June 26, 2026

**Signature** — **Date**

**G.** Authorizations: I have reviewed and approved this sole source justification request.

**Chief:** Ryan Moser

*Ryan Moser* — June 25 2026

**Signature** — **Date**

**Director of Procurement:** Ronald Baptiste

*Ronald Baptiste* — June 28 2026

**Signature** — **Date**

**Chief Financial Officer:**: **Required if Total Cost above $15K**

Gizelle Johnson Banks

*Gizelle Johnson Banks*
**Signature**

June 30 2026
**Date**

**Chief Executive Officer:**: **Required if Total Cost above $50K**

**Ronald Gerard Baptiste**
*Ronald Gerard Baptiste*
**Signature**

July 01 2026
**Date**

**Independent Cost Estimate (ICE)**

**INDEPENDENT COST ESTIMATE SUMMARY FORM**

Project Name/Number: Replacement cabling installation for Clever system on Streetcar

Date of Estimate: 06/09/2026

Description of Goods/Services:
Vendor suggested repair, to replace cabling under streetcar for transit control hub (TCH)

_X_ New Procurement
___ Contract Modification (Change Order)
___ Exercise of Option

Method of Obtaining Estimate:

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

__X_ Published Price List (attach source and date)

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

___ Comparable Purchases by Other Agencies (secure email correspondence)

___ Engineering or Technical Estimate (attach)
___ Independent Third-Party Estimate (attach)

___ Other (specify) _____ attach documentation

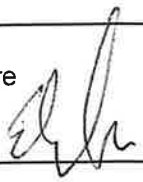
___ Pre-established pricing resulting from competition (Contract Modification only)

Through the method(s) stated above, it has been determined the estimated

total cost of the goods/services is $ 201,550.00

The preceding independent cost estimate was prepared by:

Name
Elliot Amsbaugh

Signature 

Regional Transit Authority may, 27, 2021

## Scope of Work

Through an extensive process of troubleshooting, it has been determined that the cabling which supplies data and power to the transit control hub (TCH) of the CleverDevice system is in poor condition resulting in a variety of performance issues and undesirable behavior of the hardware. This vendor-approved repair plan would install new cabling on all streetcars, greatly improving the reliability and performance of the system.

# 6 PRICING

## 6.1 CONFIDENTIAL QUOTATION

| | | | |
|---|---|---|---|
| ATTN: | Elliot Amsbaugh | DATE: | May 8, 2026 |
| COMPANY: | New Orleans Regional Transit Authority (NORTA) | | |
| EMAIL: | eamsbaugh@rtaforward.org | OPP ID #: | |
| | | PR #: | |
| ADDRESS:<br><br>PHONE: | 504-827-7900 | RE: | StreetCar M12 Cable Patch |

Clever Devices is pleased to submit the following quotation, subject to the terms and conditions listed below.

| Item | Qty | Description | Unit Price | Extended Price |
|---|---|---|---|---|
| 1 | 66 | M12 Cables Assembly Kit<br>***Includes:***<br>- M12 Cables Assembly<br>- Hardware Installation Kit<br>P-Clamps<br>Looms<br>Screws<br>Duct Seal Compound<br>Tie Wraps | $1,005.00 | $66,330.00 |
| | | | **Total** | **$66,330.00** |
| **Optional Item** | | | | |
| 2 | 1 | - Installation, Installation Supervision, Configuration, Testing & Project Management | $135,220.00 | $135,220.00 |

**Notes:**

- The scope and impact of tariff policies, as well as AI-driven demand in processors, memory, and storage, remains uncertain. We are actively monitoring these developments and taking appropriate measures to reduce potential effects on our customers. This quotation excludes any additional fees the Purchaser may incur due to applicable tariffs or market-driven cost increases. If circumstances beyond our control require adjustments to pricing or material lead-times, we will communicate these changes prior to purchase-order acceptance and update this quotation accordingly.
- Unit Prices provided only apply to the purchase of the quantities defined. Unit Prices may vary if quantities are adjusted as they can include fixed costs and/or quantity discounts.

**Payment Milestones:**

- Invoicing will be issued upon shipment of material based on the unit price(s) quoted above

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**From:** Mark Jason
**To:** Amsbaugh, Elliot; Summer Abdelhamid
**Subject:** Re: Quote renew or hold pricing
**Date:** Tuesday, July 21, 2026 3:28:55 PM
**Attachments:** image.png
image.png

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ⓘ Spam ❯

ⓘ External email ❯

ⓘ Contains topics of a financial nature ❯

Hi Elliot,

Thank you for the update. We can hold our pricing until a PO is generated in September pending board approval on August 25th.

Please let me know if this email will suffice, or if you need it on a Hitachi letterhead.

Thanks,
**Mark Jason**
Strategic Account Manager
Business Development - North America
**Hitachi** (formerly Clever Devices)
Mobile: +1 516 316 2093
Email: mjason@hitachirail-cd.com

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**From:** Amsbaugh, Elliot <eamsbaugh@rtaforward.org>
**Sent:** Tuesday, July 21, 2026 1:13 PM
**To:** Mark Jason <mjason@hitachirail-cd.com>; Summer Abdelhamid <sabdelhamid@hitachirail-cd.com>
**Subject:** Quote renew or hold pricing

Finally getting some traction and preparing the board documents for the replacement of cabling to the TCH on all the streetcars. The quote you provided expires on Aug 8 and the board will not review this until August 25th. Can you provide a renewed quote or a letter stating that the pricing will be honored as we work to get this approved and generate a purchase order in September?

This will require a response this week if possible as the documentation needs to be presented at the end of this week.