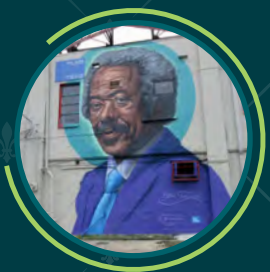
AECOM

East-West Bank
Bus Rapid Transit

Preliminary Engineering and NEPA Clearance

RFQ No. 2025-018

June 26, 2025



Submitted to:

New Orleans Regional Transit Authority
Ms. Lona Hankins
Chief Executive Officer
New Orleans, LA

Delivering a better world

AECOM
1555 Poydras Street
Suite 1200
New Orleans, LA 70112

tel (504) 586-8111
www.aecom.com

June 26, 2025

New Orleans Regional Transit Authority (RTA)
Ms. Lona Hankins, Chief Executive Officer
2817 Canal Street
New Orleans, LA 70119

RE: RFQ No. 2025-018, East-West Bank Bus Rapid Transit Preliminary Engineering and NEPA Clearance, Including Addendum #1 Received June 23, 2025

Dear Ms. Hankins and Members of the Selection Committee:

The New Orleans Regional Transit Authority (RTA) envisions the East-West Bank Bus Rapid Transit (BRT) as a transformative project—delivering faster, more frequent, and more reliable service that enhances mobility, advances equity, and strengthens the regional transit network. The corridor connects established destinations and underserved communities while unlocking new opportunities for housing, economic development, and neighborhood revitalization.

Rooted in the community, our team pairs national expertise with deep local knowledge. AECOM Technical Services, Inc. (AECOM) maintains a long-standing presence in New Orleans, with team members on this project who rely on RTA service daily and offer firsthand insights into the rider experience. **Project Manager Kelly Duggan, AICP**, and **Deputy Project Manager Jonathan McDowell, PE**, are both locals who bring deep familiarity with the city's infrastructure and neighborhood context. We have worked extensively with the RTA, the City of New Orleans, and the Louisiana Department of Transportation and Development (LADOTD), and know the permitting, infrastructure, and engagement landscape needed to move this project forward. Our team also includes trusted local partners—**Integrated Logistical Support, Inc. (ILSI Engineering)**, **Wingate Engineers, LLC**, **Infinity Engineering Consultants, LLC**, **Urban Systems, Inc.**, **GOTECH, Inc.**, **Creativity Justified, LLC**, **Civil Design & Construction, Inc.**, and **Boothman Global, PBC**—which bring decades of experience delivering transit and roadway projects in New Orleans. These firms will be more than contributors; they will be embedded in every project phase. Through this collaboration, we are committed to mentoring local professionals through technical analyses, design development, and stakeholder coordination, building lasting expertise that will strengthen the local workforce far beyond this corridor. **Together, we will deliver a BRT system designed for the people who rely on transit the most and compelling enough to become the first choice for riders who have other options**.

AECOM brings unmatched experience in **rolling out first-time BRT systems** in cities across the country. We understand what it takes to introduce this new mode—from navigating infrastructure and operations to fostering community buy-in. We help agencies launch successful systems that deliver from day one. **BRT Design Lead Christina Edgar PE** brings national experience from the delivery of major BRT projects across the country and will guide the design process with a focus on reliability, performance, and delivery. **We are ready to help RTA set a new standard for premium transit in New Orleans**.

Expedited project delivery isn't just about building infrastructure–it's about bringing faster high-quality service to the public. We understand the urgency of RTA's goals and bring proven tools to accelerate progress: strategic phasing, early permitting coordination, utility conflict identification, and design approaches that anticipate construction. Our experience delivering BRT in Houston, Columbus, Denver, Los Angeles, Grand Rapids, Madison, and Milwaukee helps us avoid common delays and keep projects moving toward implementation, on time and with confidence.

We are excited to help RTA deliver a system that is fast, frequent, and fair—one that reflects the unique character of New Orleans while expanding access and opportunity across the city. We are ready to make the East-West Bank BRT **a model for the region and a point of pride for the community**.

Sincerely,

AECOM Technical Services, Inc.

Thomas Hunter
Principal-in-Charge
(225) 279-7202 | tom.hunter@aecom.com

Kelly Duggan, AICP
Project Manager
(225) 603-3761 | kelly.duggan@aecom.com

Our Proposal Roadmap

AECOM understands the complexity and importance of this project for RTA and the community it will eventually serve. Through the RFQ evaluation criteria, statement of qualifications requirements, and required technical abilities, RTA has outlined a clear and comprehensive set of skills and experience needed from its project partner. To support the review process and demonstrate our alignment with RTA expectations, we have structured our proposal around the following visual roadmap. Each page also includes a callout box highlighting the relevance of the proposal content.

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TECHNICAL ABILITIES

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1

Statement of Qualifications

01. Statement of Qualifications

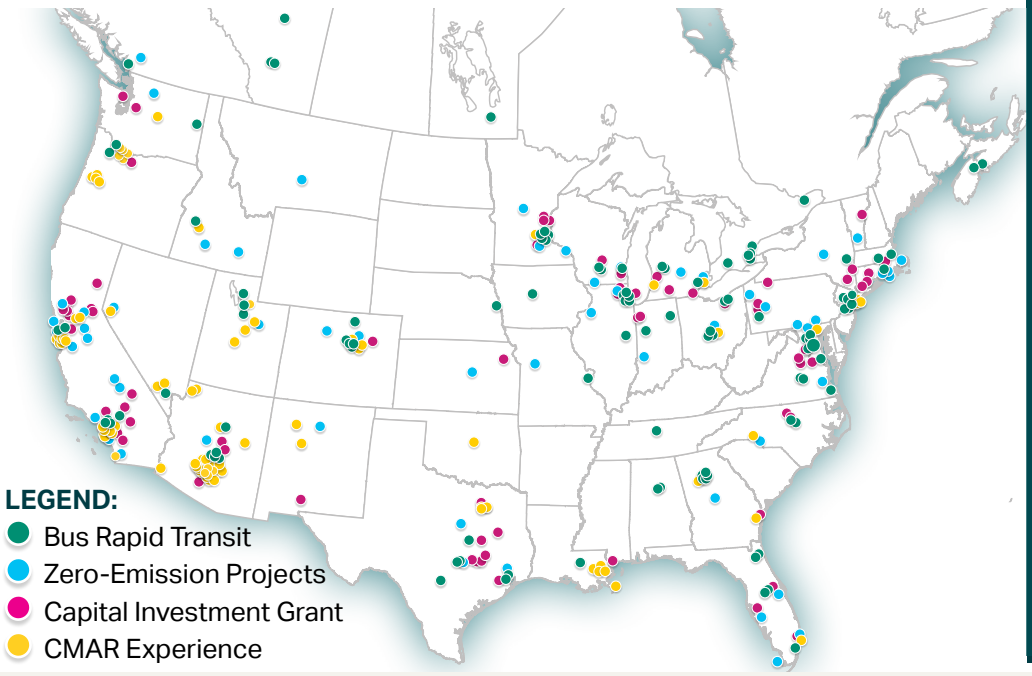
A. Firm Information

With deep roots in New Orleans, a statewide track record of success, and industry-recognized leadership in BRT development, AECOM offers an exceptionally well-positioned team to deliver the RTA's East-West Bank BRT Preliminary Engineering and NEPA Clearance project. AECOM's strong presence in New Orleans spans over 50 years and includes successful delivery of iconic transportation and infrastructure projects for the City of New Orleans, like the RTA's Loyola and Rampart Streetcar Extensions. Across Louisiana, we've partnered with agencies to advance critical infrastructure for diverse communities. Nationally, we bring unmatched BRT expertise: **AECOM is currently supporting 30 clients on their BRT projects and, overall, has consulted on more than 100 BRT projects in North America, including many first-time BRT implementations**. Of equal importance to our technical proficiency is the experience of our proposed leadership team, which will work closely with RTA and stakeholders to realize a community-centered BRT solution that aligns with their goals and supports a more connected, equitable transit future.

BRT Qualifications and BRT Working Group

We are nationally recognized for our hands-on experience in BRT development, which includes serving as the Federal Transit Administration's (FTA's) technical support advisor for the national BRT Initiative Program. In this capacity, we assisted in developing transit industry guidance on individual BRT elements and identifying the range of impacts these elements have on ridership, costs, operating capacity, environment, and economic development. Our staff have planned, designed, financed, constructed, and operated over 1,200 lane miles of BRT systems in North America.

AECOM's Relevant Project Experience



AECOM's BRT Working Group – A Nationwide Resource for BRT Planning and Design

Delivering BRT is complex, but with the right team, you don't have to start from scratch. AECOM proactively shares knowledge both within and across national practice groups. In 2019, AECOM established a BRT Working Group that consists of over 100 professionals, each with significant experience in BRT planning, design, financing, and operations. Meeting monthly to share collective experiences and best practices, and to make project-specific recommendations, this group provides our clients access to national experts who can make their projects the very best that they can be. Several members of our proposed team actively participate in AECOM's BRT Working Group. Only AECOM can put this level of experience to work for you.

AECOM Fast Facts

AECOM
1555 Poydras Street, Suite 1200, New Orleans, LA 70112
Contact: Thomas Hunter | T: (225) 279-7202
E: tom.hunter@aecom.com

Date Submitted to RTA: June 26, 2025

55K employees worldwide

200+ staff in Louisiana

- #1 TOP500 ENR2025 TRANSPORTATION
- #1 TOP500 ENR2025 TOP DESIGN FIRM
- #1 TOP500 ENR2024 MASS TRANSIT & RAIL

EVALUATION CRITERIA
1a 1c

TECHNICAL ABILITIES
D3 G1 G2

Subconsultant Team

RTA requires a team with demonstrated transit planning, engineering design, and NEPA expertise. We assembled a strong team of transit professionals to lead this project, from design into implementation. AECOM's strategy allows three design DBE firms to lead specific segments of the alignment - an intentional approach to support continued involvement. Since participation in 30% design and NEPA could preclude firms from a role in final design, assigning DBE firms to distinct segments may be important in enabling them to be involved in subsequent phases by shifting to different portions of the corridor.

AECOM will exceed the 30.5% DBE goal on this contract with more than 35% participation

Creativity Justified, LLC DBE Firm **Stakeholder and Public Engagement** 2315 Florida St., Building 200, Suite 279, Mandeville, LA 70448 **Contact:** Carrita Tanner-Cloud | T: (504) 444-6426 | E: carrita@creativityjustified.com
Creativity Justified is a creative agency that excels in culturally authentic marketing and community-focused storytelling. The firm's commitment to quality and excellence has attracted clients from diverse sectors, including the NFL, New Orleans Saints, New Orleans Pelicans, and the New Orleans Recreation Department Commission (NORDC).

GOTECH, Inc. DBE Firm **Surveying** 8383 Bluebonnet Blvd., Baton Rouge, LA 70810 **Contact:** Rhaoul Guillaume, Sr., PE, F.ASCE | T: (225) 766-5358X | E: rhaoul@gotech-inc.com
GOTECH's survey team has a broad base of experience on topographic, boundary, hydrographic, roadway, and other types of surveys. GOTECH and AECOM previously partnered on RTA's Rampart Streetcar and Loyola Streetcar projects.

Integrated Logistical Support, Inc. (ILSI Engineering) DBE Firm **Road Design, Utilities, and Hydraulics and Hydrology (H&H)** 4298 Elysian Fields Ave., Suite A, New Orleans, LA 70122 **Contact:** Iam Tucker | T: (504) 523-1619 | E: iamtucker@ilsiengineering.com
ILSI Engineering brings decades of experience in civil engineering, structural engineering, stormwater management, and road and highway design. ILSI Engineering partnered with AECOM on RTA's Loyola and Rampart Rail Expansions.

Infinity Engineering Consultants, LLC DBE Firm **Road Design, Utilities, H&H, Mechanical, and Electrical** 4001 Division St., Metairie, LA 70002 **Contact:** Raoul Chavin, III, PE | T: (504) 304-0548 | E: rchauvin@infinityec.com
Infinity is an engineering consulting firm with civil, structural, mechanical, and electrical capabilities. Infinity teamed with AECOM on the Loyola Avenue and the Rampart Street and St. Claude Avenue rail expansions for RTA.

Urban Systems, Inc. DBE Firm **Traffic** 2000 Tulane Ave., Suite 200, New Orleans, LA 70112 **Contact:** Alison Catarella Michel, PE, PTOE, PTP, RSP2i | T: (504) 523-5511 | E: acmichel@urbansystems.com
Urban Systems provides quality traffic engineering and transportation planning services. The firm delivered transit signal priority (TSP) systems for Broad Street and General De Gaulle Drive.

Wingate Engineers, LLC DBE Firm **Road Design, Utilities, and H&H** 2378 Prentiss Ave., New Orleans, LA 70122 **Contact:** Joshua Torregano, PE, MBA | T: (504) 813-3479 | E: josh@wingateengineers.com
Wingate provides professional engineering design, stormwater management, and general consulting services. Wingate was hired by the City of New Orleans Department of Public Works (DPW) to provide drainage improvements, street/sidewalk repair and replacement, utilities, and other feature improvements within the Downtown Development District.

Boothman Global, PBC **Strategic Federal Advisor** 8 The Green, Suite B, Dover, DE 19901 **Contact:** Nicole Boothman-Shepard | T: (504) 202-8501 | E: nbs@boothmanglobal.com
Boothman Global will advise our team on resilience, federal policy, and funding.

Civil Design & Construction, Inc. DBE Firm **Subsurface Utility Engineering (SUE)** 3251 Southern Pacific Road, Port Allen, LA 70767 **Contact:** Karla Weston, PE | T: (225) 765-1802 | E: kweston@cdcbr.com
Civil Design & Construction will provide SUE to accurately locate and depict underground utilities.

Community Partners

AECOM will work with community groups and area schools to incorporate their knowledge and wisdom so that they can benefit from this experience.

Southern University

The Southern University Business and Industry Cluster is a dynamic student-oriented organization that has promoted active dialogue between businesses and the University. AECOM will work with the Southern University Baton Rouge (SUBR) Career Services Center staff to develop a means for their students to participate in this project through internships and class assignments.

Local Artists

New Orleans is home to hundreds of inspired, community-minded artists who can participate in the design and construction of the BRT line. We will partner with organizations that will empower local artists to contribute meaningfully to the project—from vision setting to murals and other local expressions.

EVALUATION CRITERIA
1g 3a 3b 3c 3d

TECHNICAL ABILITIES
C7 I1 I3 I4 K5

B. Project Team

Leadership: AECOM structured the project management team to reflect the corridor's unique demands—where technical complexity, community expectations, and a transformative transit vision must align from day one. **Kelly Duggan, AICP**, a New Orleans-based transit rider and seasoned planner, will serve as Project Manager. With experience in stakeholder engagement, interagency coordination, and multidisciplinary delivery, Kelly brings the leadership and communication skills essential for navigating the many voices shaping this project. **Jonathan McDowell, PE**, a New Orleans native with nearly 30 years in local infrastructure, offers a grounded perspective rooted in permitting, constraints, and implementation realities. **Christina Edgar, PE**, a leader in BRT design, brings a sharp focus on transit operations, user experience, and corridor configuration. Together, the team blends local insight, engineering pragmatism, and transit design excellence to deliver a project that is as buildable as it is transformative.

Corridor Segmentation: AECOM organized the design team around segment leads most familiar with conditions on the ground. Based on corridor fieldwork, stakeholder input, and BRT project experience, we divided the corridor into three segments—New Orleans East, Gentilly, and Downtown/Algiers—that align with the RFQ and reflect shared design challenges. This structure supports tailored engagement, context-sensitive design, and meaningful DBE partner involvement throughout the process.

Discipline Leads: AECOM organized team members to align the 12 tasks identified in the scope under specific disciplines. The various objectives, constraints, and challenges of this project require a multidisciplinary approach to establish an integrated design. Our team will work collaboratively to create multilayered solutions that solve the complex mobility issues of the corridor.

Local Context: Our team brings deep knowledge of New Orleans' neighborhoods, infrastructure, and regulatory landscape. This local context helps design decisions account for real-world constraints—such as subsurface conditions, permitting pathways, and block-by-block variation in land use and ROW. That insight is especially critical in areas like the Central Business District (CBD), Warehouse District, Tremé, and segments adjacent to LADOTD facilities. It positions us to deliver a BRT system that is constructible, community-supported, and aligned with long-term investment goals.

EVALUATION CRITERIA
1f 3a 3b

Advisory Panel

Strategic Federal Advisor
Nicole Boothman-Shepard BG

Small Business & Educational Liaison
Arkebia Matthews

Quality Manager
Tim Simon, AICP

BRT Advisor
Tyler Besch

RTA

Principal-In-Charge
Thomas Hunter

Project Management Team

Project Manager
Kelly Duggan, AICP ★ 🔑

Deputy Project Manager
Jonathan McDowell, PE ★ 🔑

BRT Design Lead
Christina Edgar, PE ★ • 🔑

LEGEND
- ★ Core Management
- 🔑 Key Personnel
- Local Staff
- • PE Licensed Outside of LA

Subconsultants
- CJ Creativity Justified, LLC (DBE)
- GT GOTECH, Inc. (DBE)
- ILSI Integrated Logistical Support, Inc. (ILSI) (DBE)
- IF Infinity Engineering Consultants, LLC (DBE)
- US Urban Systems, Inc. (DBE)
- WE Wingate Engineers, LLC (DBE)
- CDC Civil Design & Construction, Inc. (DBE)
- BG Boothman Global, PBC

NEPA

Lead
Melinda Jensen 🔑

Major Scopes

Cultural Resources: Historic Resources
Tanya McDougall

Cultural Resources: Archaeological Resources
Steve Ahr, PhD

Natural Resources (Floodplains/Water Quality/Biological)
Jonathan Vavasseur, PWS
Bonnie Porter

Air Quality
Linda Williams, PE •

Environmental Justice
Jennifer Oakley, CWB

Aesthetics
Celia Miars, AICP

Noise/Vibration
Chris Kaiser

Phase I/II
Zoe Knesl

Hazardous Materials
Zoe Knesl

BRT Cost and Capital Investment

Lead
Gavin Poindexter 🔑

Major Scopes

Economic Development
Siobhan Nelson, AICP

Cost Estimating
Siena Bartolotta, AEP

Ridership Forecasting
Patrick Coleman, PE •

BRT Design

New Orleans East Segment (A) Lead
Joshua Torregano, PE WE

New Orleans East Segment (A) Roadway Lead
Logan Betzer, PE WE

New Orleans East Segment (A) Drainage Lead
Tatiana Lewis, PE WE

Gentilly Segment (A) Lead
Ricardo Contreras, PE IF

Gentilly Segment (A) Roadway Lead
Michael Riviere, EI IF

Gentilly Segment (A) Drainage Lead
Robert Haydel IF

Downtown and Algiers Segment (B&C) Lead
Louis Jackson, PE ILSI

Downtown and Algiers Segment (B&C) Roadway Lead
Derek Kelly, PE ILSI

Downtown and Algiers Segment (B&C) Drainage Lead
Ruhan Isim, PE ILSI

Major Scopes for all Segments

Traffic Operations
Peter Bahkit, PhD, PE, PTOE
Nicole Stewart, PE, PTOE US

Traffic Safety
Greg Trahan, PE, RSP1

CMAR Advisor
Jonathan McDowell, PE

Utilities
Greg Trahan, PE, RSP1

Roadway Design
Jonathan McDowell, PE

Bridge Design
Daniel Boyd, PE

Station Design
Chris Lynn, PLA

Drainage (Hydrology and Hydraulics)
Sreeni Bollu, PE

Surveying
Bruce Dyson, PE, PLS GT

Subsurface Utility Engineering (SUE)
Clarence (CJ) Goodspeed CDC

Geotechnical
Blake Vutera, PE

Constructability
Mark Roberts, PE

Traffic Signals/TSP
Peter Bahkit, PE, PTOE

Stakeholder and Public Engagement

Lead
Carrita Tanner-Cloud CJ 🔑

Major Scopes

Engagement Strategy for Diverse Communities
Evans Osinaiki CJ

Stakeholder Coordination & Trust-Building
Alizzie Booth CJ

Digital Tools & Visual Communication
Tianna Watts CJ

Feedback Integration & Decision Support
Daisha Windham CJ

In-Person & Virtual Outreach Delivery
Abby Tomlinson

BRT Planning

Lead
Derek Chisholm, AICP, LEED GA, ENV SP 🔑

Major Scopes

Operations/Service Planning
Kristen Lueken

Preliminary Hazard Analysis/Safety and Security
Chris LaRue, TSSP Rail, TSSP Bus, CSSO

TOD
Steven Duong, AICP

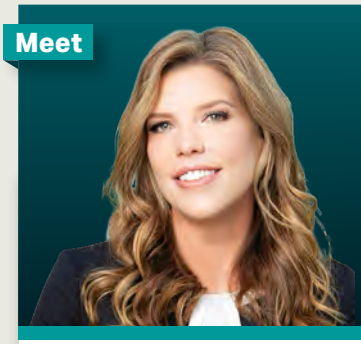
Landscape Architecture
Kelly Gillman, PLA

Fare Analysis
Kristen Lueken

Bus Fleet Planning
Cole Pouliot. ENV SP

Multimodal and Transit Integration
Dani Madubuike, AICP, ENV SP

Meet



Kelly Duggan, AICP

PROJECT MANAGER

> "For the past decade, I've led complex, multidisciplinary teams with a focus on coordination, clear decision-making, and keeping projects moving. For this BRT effort, I'm here to bring structure, transparency, and follow-through—backed by a deep commitment to the city I call home."

Bringing a rider's perspective and a planner's precision to build better transit in New Orleans.

Kelly is a dedicated urban planner and project manager who brings a local, rider-based perspective to RTA's vision for high-quality BRT. As a daily transit and bike commuter, she brings firsthand insights into the barriers residents face when navigating the city—especially those who rely on RTA for work, school, and daily life.

From her home in the Westbank, Kelly takes transit and bikes to meetings, often with one of her two kids in tow—experiencing RTA infrastructure the way its users do. She is passionate about improving first- and last-mile connections, pedestrian access, and the transit experience for families and non-drivers. Through recent experiences with Chapel Hill Transit and the City of Phoenix, Kelly has tapped into a wealth of resources within AECOM for BRT design and implementation planning. Combining her local knowledge with passion for effective movement of people in urban environments makes her the perfect Project Manager to deliver this phase of work for the East-West Bank BRT.

Kelly and son Dexter biking on the Westbank Levee Trail on their way to the RTA ferry.

Why Kelly?

- ☑ Local rider and parent with firsthand experience using RTA services
- ☑ Proven project manager delivering transit and mobility projects across the Gulf South
- ☑ Trusted collaborator and communicator across agencies and communities
- ☑ Strong focus on equitable access, safety, and user-centered design

Relevant Experience

- **Chapel Hill Transit, North-South BRT.** Station Design Planner
- **City of Phoenix, 35th Avenue/Van Buren Street BRT.** Project Planner
- **City of Fort Worth, Master Transportation Plan.** Project Manager
- **DART, Victory Station Multimodal Safety Assessment Plan.** Project Manager
- **DART, Lancaster Corridor Bike/Ped Access Plan.** Project Manager
- **Downtown Denton Transit Center, Bike/Ped Safety Assessment Plan.** Technical Lead
- **I-49 Lafayette Connector SEIS.** NEPA Planner
- **BREC Urban Trails, Priority Greenway Network.** Assistant Director
- **BREC Urban Trails, The Health Loop.** Assistant Director

Firm
AECOM

Education
MURP, Urban and Regional Planning, University of New Orleans, 2010

BA, Art History, Louisiana State University, 2006

Years of Experience
14 years

Registration(s) & Certification(s)
American Institute of Certified Planners (AICP) #340795

Location
Algiers, New Orleans, LA

EVALUATION CRITERIA
1f 1g 2a 2d 2f 3d

TECHNICAL ABILITIES
C2 C3 C5 C7 I1 K1 K2 K4

Meet

Christina Edgar, PE

BRT DESIGN LEAD

> "New Orleans is one of the world's most vibrant and exciting cities, but what truly sets it apart is the depth of its community ties. The East-West Bank BRT project is all about strengthening those community connections - not just for visitors, but more importantly, for the people who live and work in the city. Keeping that goal in mind gives us the perspective to navigate the numerous challenges involved with delivering a project of this scale and importance."

A highly accomplished civil engineer with extensive experience in BRT project development.

Christina's expertise spans across various domains, including BRT, light rail transit (LRT), roadway design, and multimodal modeling. Her comprehensive skill set and dedication to innovative solutions make her a valuable asset in leading our BRT design team.

Relevant Experience

Houston METRO, University Corridor BRT Preliminary Engineering, Houston, TX. Deputy Segment 2 Lead. Christina was responsible for BRT alignment and roadway and multimodal design, including development of 30% roadway and ROW plans. She led the 3D design and modeling efforts for Segment 2 and served as CADD Manager for the entire project team.

Central Ohio Transit Authority (COTA), West Broad BRT Final Design and Construction, Columbus, OH. Advisory Team Member. Christina was tasked with design leadership and support for deliverable submittals, including review and design of BRT platforms and roadway and design for BRT, which is being implemented as a CMAR delivery with construction beginning in 2026. West Broad Street is a 9.3-mile-long BRT corridor and one of the highest ridership transit lines in Central Ohio.

Chapel Hill Transit, Chapel Hill North-South BRT Final Design, Chapel Hill, NC. Review and Deliverable Team Member. Christina is participating in multiple leadership and supporting roles on the BRT/Roadway and Traffic design teams. She is responsible for design, coordination, and production support of both roadway and signage plans.

CapMetro, Orange Line Preliminary Engineering and NEPA, Austin, TX. Deputy Project Manager. Christina was responsible for leading a large team of multidisciplinary engineers, as well as development of track and roadway alignment, roadway design, analysis of multiple alternatives, and ROW impact analysis.

Firm
AECOM

Education
MS, Sports Administration, University of Southern Mississippi, 2004
BS, Civil Engineering, University of Texas at Austin, 2017
BS, Graphic Design, Northwestern State University, 2002

Years of Experience
12 years

Registration(s) & Certification(s)
Professional Engineer, TX #144371

Christina's daughter Annie enjoying the NOLA experience on a recent trip.

Christina has been a long-time transit supporter and user.

Why Christina?

- Passion and support for building community-connecting transit projects
- Appreciation and respect for Louisiana culture and way of life as a former state resident
- Deep understanding of challenges related to BRT design in urban contexts
- Proven ability to lead and guide multidisciplinary teams in complex projects
- Knowledge of and integration into a deep bench of BRT-related experts across AECOM

EVALUATION CRITERIA
1a 1b 1c 1f 2c 2d 2e

TECHNICAL ABILITIES
A1 A4 G1 G2 K1 K2 K3 K4

Jonathan McDowell, PE

Deputy Project Manager, Roadway Design, CMAR Advisor

Jonathan brings 28 years experience as a project engineer and project manager on a variety of transportation and infrastructure projects in Louisiana involving both traditional and alternative delivery methods. He performs in all phases of project development and understands the process required to guide transportation projects from an idea to a built reality.

Firm
AECOM

Education
BS, Civil Engineering, Louisiana State University, 1996

Years of Experience
28 years

Registration(s) & Certification(s)

- Professional Engineer, LA #30508
- ATSSA-Certified Traffic Control Supervisor
- NHI Course 142005 - NEPA & Transportation Decision Making

Relevant Experience

New Orleans Regional Transit Authority (RTA), Rampart Street Rail Expansion, New Orleans, LA. Project Manager and Infrastructure Task Lead. Jonathan developed maintenance of traffic (MOT), construction sequence, permanent striping, erosion control, environmental protection plans, and represented the team at design and client meetings. Final contract drawings and specifications were completed for 1.5 mile (3 track miles) of streetcar track.

RTA, Canal Street to Union Passenger Terminal Rail Extension, New Orleans, LA. Engineering Manager and Infrastructure Task Lead. Jonathan prepared plans for erosion control, environmental protection, the initial stormwater pollution prevention plan, construction sequence, and MOT. This 0.8-mile segment (1.6 track miles) of streetcar track included final contract drawings.

State of Louisiana, Relocation of LA 23 at Mid Barataria Sediment Diversion CMAR, Plaquemines Parish, LA. Task Manager and Lead Engineer. Jonathan developed design criteria and concept level horizontal and vertical geometry for the road and rail relocations and a project-specific rail yard to set the Basis for Design. He also led a traffic study and final plan development for the LA 23 road and bridge crossing through 100% final plans, which included leading coordination with LADOTD.

Melinda Jensen

NEPA Lead

For 26 years, Melinda has overseen the successful completion of complex routing studies and linear corridor environmental studies, including numerous NEPA documents [e.g., Categorical Exclusions (CEs), Environmental Assessments (EAs), and Environmental Impact Statements (EISs)] in close coordination with the Federal Transit Administration (FTA) Region 6. She has served as program manager, project manager, technical lead, and quality assurance/quality control (QA/QC) manager for multiple transportation and transit agencies within the region. Her experience, and the strong relationships built through this work, have been key in helping her clients navigate regulatory challenges.

Firm
AECOM

Education
MS, Zoology, Texas Tech University, 2000

BS, Wildlife Management, Texas Tech University, 1998

Years of Experience
26 years

Registration(s) & Certification(s)

- Fundamentals of NEPA and Environmental Documentation Certificate of Training

Relevant Experience

CapMetro, Orange Line Preliminary Engineering and NEPA, Austin, TX. NEPA Lead. Melinda was responsible for the successful production of the Orange Line Draft EIS and oversaw a team of over 40 subject matter experts, including expertise in land use, noise/vibration, Section 4(f)/6(f), socioeconomics, and cultural resources, among others.

CapMetro, Kramer Station Relocation CE, Austin, TX. NEPA Lead. Melinda led the NEPA documentation (a D-List CE) for FTA Region 6.

Trinity Metro, TEXRail EIS, Tarrant County, TX. Deputy Project Manager. Melinda completed an EIS for FTA Region 6 for the proposed commuter rail line extending from southwest Fort Worth through the city of Grapevine and into Dallas Fort-Worth International Airport Terminals A and B.

Derek Chisholm, AICP, LEED GA, ENV SP

BRT Planning Lead

Derek is a senior project manager and planner with experience in multimodal transportation projects, bike and pedestrian design, transit, parking, and curb use. Derek spent 14 years of progressive experience in Portland, Oregon, including service as a Project Manager, Adjunct Professor, and Planning Commission Chair. In 2014, he moved back to the South, near family, in New Orleans, Louisiana. Derek is a contributing author for the new ASCE book Engineering for Sustainable Communities, and the book Bicycle Urbanism. Derek is AECOM North America's Complete Streets Practice Lead.

Firm
AECOM

Education
Post Graduate Certificate, Public Policy, Harvard Kennedy School, 2022

MPA, Environmental Planning, Western Carolina University, 1997

BS, Organizational Management, Covenant College, 1992

Years of Experience
31 years

Registration(s) & Certification(s)
- AICP, #340795
- LEED GA, #10148303
- ENV SP

Relevant Experience

City of Phoenix, 35th Avenue BRT Preliminary Engineering, Phoenix, AZ. Project Planner. Derek supported key decision making, an important milestone for the project, with facilitated resolution of the engagement process, vehicle options, corridor segmentation, and lane reduction strategy.

City of New Orleans, Downtown New Orleans Multimodal Plan, New Orleans, LA. Project Manager. Derek oversaw the analytical framework, data collection, and the stakeholder engagement process. Elements included back-in angle parking, cycle tracks, transit queue jumps and dedicated lanes, variable lane usage, and more. The project also included an RTA and JET streetcar and bus stop analysis.

Dallas Area Rapid Transit (DART), Station Access and Safety Improvements, Dallas, TX. Sr. Advisor. Derek contributed to the ADA and mobility assessments at multiple DART locations, including the Lancaster Corridor and Victory Station.

Gavin Poindexter

BRT Cost and Capital Investment Lead

Gavin provides a unique background of transit planning and grant writing experience, having secured discretionary funds for projects ranging from $25k feasibility studies to billion-plus commuter rail lines. He conducts work at each phase of the FTA's Capital Investment Grant (CIG) program, from early planning and analysis to final design and construction. Gavin has led the development of multiple bus facilities and low-emissions or no emissions grants. He has worked on more than 20 CIG projects including BRT projects in Columbus, Madison, Milwaukee, and Pittsburgh at various stages of the CIG process.

Firm
AECOM

Education
MS, Urban and Regional Planning, University of Iowa, 2005

Transportation Certificate, Public Policy, University of Iowa, 2005

BA, Political Science and Communication, St. John's University, 2003

Years of Experience
20 years

Relevant Experience

COTA, East Main and West Broad BRT, Columbus, OH. Planning and Implementation Lead. Gavin led the planning and implementation portions of the project, which involved identification of station locations; development of Purpose and Need; and evaluation of alternatives, including capital cost estimates and service plan.

City of Madison, Rapid Route A and B BRT, Madison, WI. FTA Coordination Lead. On the Rapid Route A BRT project, Gavin assisted with a request to enter project development, securing a Medium rating, two Letters of No Prejudice (LONP), and an SSGA for $110.6M. On the Rapid Route B BRT project, Gavin is currently assisting with a request to enter project development, securing a Medium rating, and recommendation of funding for $118M.

The Rapid, Laker Line BRT, Grand Rapids MI. FTA Coordination and Implementation Lead. Gavin led the implementation and FTA coordination-related tasks. He worked on capital costing and development of the implementation plan and Small Starts coordination, including the request to enter Project Development and request for federal funding.

Carrita Tanner-Cloud

Stakeholder and Public Engagement Lead

Carrita is a dynamic and strategic brand manager and digital marketing expert with a lifelong dedication to creativity. Throughout her career, Carrita has used her developed skills and insights to help brands distinguish themselves at an executive level across the United States. She is particularly drawn to companies that embrace servant-leadership and integrate those values into their audience engagement strategies.

Firm
Creativity Justified

Education
BA, Business Administration (Concentration in Marketing and Strategic Planning), University of Holy Cross, 2016

Years of Experience
21 years

Relevant Experience

National Football League (NFL), Guide to New Orleans, New Orleans, LA. Creative Director. Carrita was responsible for producing videos, interviewing, creating submission portal for businesses, and overseeing all creative activities. The NFL hired Creativity Justified to create a Guide to New Orleans magazine to profile and highlight 59 local, diverse businesses in New Orleans. Video profiles and media releases were created for all participating businesses.

NFL, Guide to Wisconsin, Green Bay, WI. Creative Director. Carrita was responsible for producing videos, interviewing, creating submission portal for businesses, and overseeing all creative activities. The NFL hired Creativity Justified to create a Guide to Wisconsin magazine to profile and highlight 59 local diverse businesses in Green Bay and Milwaukee. Video profiles and media releases were created for all participating businesses.

C. Project Understanding and Approach

1. Project Understanding

The East-West Bank BRT Corridor is a culmination of coordinated planning efforts to transform mobility and equity in New Orleans. Foundational work such as the New Links plan identified this corridor as a top candidate for BRT. The Strategic Mobility Plan emphasizes the need for high-capacity, high-frequency service along priority corridors, while the City's acclaimed Complete Streets policy calls for multimodal, inclusive, and equitable investment—principles central to this project.

The project is directly shaped by the 2023 BRT Locally Preferred Alternative (LPA) report, which defines a 15-mile corridor linking New Orleans East to Algiers, via the Danzinger Bridge, Gentilly, Tremé, the French Quarter, the CBD, the Warehouse District, and the Crescent City Connection. The report breaks the corridor into four segments and evaluates a dozen alignments using 16 performance criteria. The selected LPA—segments 1A, 2B, 3A, and 4B—includes over 30,000 residents and 90,000 jobs within a half-mile walkshed and outlines dedicated lane configurations, station siting, and multimodal integration strategies.

The corridor addresses both mobility and equity priorities. Only 2% of regional jobs are accessible by transit within 30 minutes from New Orleans East, a community where nearly 80% of residents are minorities, 30% live below the poverty line, and zero-car households are common. The corridor will connect residents to key destinations, including Dillard University, the CBD, hospital campuses, and other cultural and educational institutions along the corridor.

This BRT investment is also a blueprint for future expansion. It establishes scalable design, permitting, and engagement strategies that align with FTA Small Starts and NEPA requirements, while setting standards for future north-south BRT corridors. With AECOM's national leadership in BRT implementation and our team's deep local knowledge, we bring a uniquely qualified perspective to deliver on this vision.

This project is more than a transit investment—it is a bold step toward equitable mobility, climate-conscious infrastructure, and a more connected New Orleans.

BRT Basics

BRT is a high-capacity bus service that operates throughout the day on major corridors. BRT routes often run along high-ridership bus corridors and connect riders to major regional destinations. BRT can offer amenities and travel times similar to rail, but with the flexibility of bus infrastructure.

BRT can also increase transit access, improve regional mobility, and reduce commute times. Below, we outline the essential elements/core components our team considers in developing fast, high-quality BRT service.

BRT is different than local bus service. It is:

- Faster
- More Reliable
- Moves More People

BRT brings many benefits and is:

- Cost-effective
- Flexible
- Scalable

AECOM uses educational materials like this graphic to help inform stakeholders about the basics of BRT.

7 Basics of Bus Rapid Transit

Transportation Efficiency • Economic Development • Safety Improvements • Environmental Sustainability

1

1. RUNNINGWAYS
Options range from BRT in mixed traffic to dedicated side or center lane.

Examples of BRT runningways include center-running (left) and side-running (right)

2

2. STATIONS
Stations will include fare ticketing machines, covered-waiting areas, level boarding, and real-time transit information.

High-frequency bus service minimizes passenger wait time.

Security and safety will be increased through lighting or monitoring features

Dedicated lanes give buses uninterrupted travel, increasing reliability.

Streetscaping, pedestrian amenities, and bicycle facilities promote healthy lifestyles.

3

3. VEHICLES
BRT vehicles may be 40' or 60' long to accommodate more riders, may include upgraded interiors, streamlined vehicle designs, and features like multi-door boarding and interior bike storage.

Making the shift to BRT buses helps reduce vehicle emissions and pollutants. Options for alternative fuel buses can also increase environmental sustainability.

Level boarding platforms & wider & additional doorways provide greater accessibility.

4

4. FARE COLLECTION
Fare payment will occur at BRT stations.

Cashless and automated systems eliminate onboard fare collection, reducing boarding times.

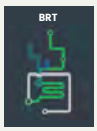
5

5. INTELLIGENT TRANSPORTATION SYSTEMS (ITS)
Technology is used to help improve system operation and passenger experience, including transit priority at intersections, real-time arrival information for waiting passengers, and safety and security enhancements.

Sophisticated traffic signal management can minimize delays and increase reliability by extending green signals for buses approaching an intersection.

6

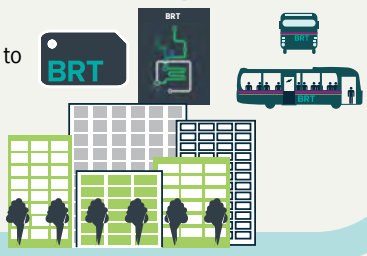
6. SERVICE AND OPERATION PLAN
BRT routes are designed to efficiently connect riders with their destinations by optimizing routes, station locations, and service schedules to meet rider demand.



BRT systems generate permanent jobs in operations.

7

7. BRANDING
Unique name, color scheme, logo, or other visual identifiers to differentiate BRT service from existing bus service.



Catalyst for Economic Development

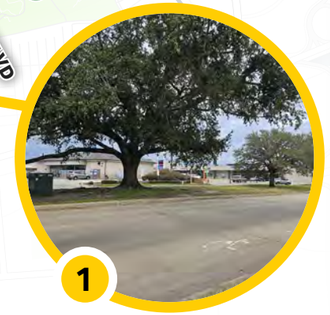
Transit improvements can have a positive impact on property, such as increasing property value and supporting diverse types of development

Key Design Challenges & Solutions

The East-West BRT corridor presents a range of design challenges that will shape project success. This map highlights the most critical issues, such as ROW constraints, terminal integration, and turning movements, and proposes potential solutions for them. In addition to these priority items, our team has identified further design challenges through fieldwork and technical analysis to help inform the 30% design process.

LEGEND

- New Orleans East Segment A
- Gentilly Segment A
- Downtown & Algiers Segment B & C
- Bus Stop
- Point of Interest
- Place of Interest
- Park
- Medical Facility
- Academic Facility
- Government Facility
- Cultural Activity Center
- Museum
- Stadium
- Army Base



Key Design Challenges

1 Lake Forest End-of-Line

Challenge: Layover space near the Library Station is limited and must integrate with the planned New Orleans East Transit Center.

Solutions:

- Redesign Library Station for BRT layovers and articulated buses
- Coordinate with Transit Center design for shared facilities
- Consider staggered/ off-site layovers to ease space constraints

2 Danziger Bridge

Challenge: Congestion and a concrete barrier limit space for a dedicated BRT lane.

Solutions:

- Add queue jumps at Downman Rd and Desire Pkwy for prioritized BRT access.
- Consider a zipper lane or bidirectional BRT lane using movable barriers and lane control signals.
- Explore potential for LADOTD to relinquish bridge control for greater BRT flexibility.

3 Elysian Fields Ave.

Challenge: A complex intersection and delays—especially for left-turning buses—constrain BRT performance.

Solutions:

- Implement transit signal priority (TSP) and optimize turning movements.
- Evaluate center-running BRT using the neutral ground.
- Consider geometric changes to streamline bus flow.

4 Downtown CBD

Challenge: ROW constraints, congestion, and competing modes limit space for BRT

Solutions:

- Use center-running BRT with split platforms on Poydras, preserving sculpture medians.
- Use placemaking to offset neutral ground loss, adding landscaping, shade, art, and seating to create inviting, functional station areas.
- Implement right-side lane running BRT along S Peters St to simplify the tight left turn onto Poydras.
- Reduce dwell time with off-board fare collection.

5 Crescent City Connection HOV Lane

Challenge: Public opposition to dedicating HOV lanes for BRT use.

Solutions:

- Study shared-use and time-of-day BRT operation options.
- Analyze violation rates to support stricter enforcement or conversion.
- Coordinate with FTA on policy and funding eligibility.
- Roll out phased or pilot operations while building public trust.

Other Design Challenges

a Lake Forest west of Crowder is one lane each direction; median modifications needed for BRT.

b Low-density residential with on-street parking and a narrow median constrains BRT design.

c Walmart stop has two large shelters and a long pull-out; narrow median may necessitate side-running BRT.

d LADOTD coordination required for dedicated lane; approvals and ROW pose challenges

e Driveways and nose-in parking for continuous BRT design on Elysian Fields Avenue.

f Claiborne Expressway structure constrains ROW and limits BRT alignment options.

g Coordination needed with Downtown Transit Center for BRT integration and seamless transfers.

h Utility-dense corridors with aging infrastructure may require costly relocations or design adjustments for BRT.

i No median and parking limit lane options; left turn onto Poydras is difficult

EVALUATION CRITERIA 2a 2c 2d

TECHNICAL ABILITIES A1 A3 A4 C2 C3 C4

2. Design Challenges

a. Integration with the existing transit network

The East-West Bank BRT Corridor offers a major opportunity to strengthen connections across New Orleans. The alignment links key transfer points—including the future New Orleans East Transit Center, the Downtown Transit Hub, and the Algiers Park and Ride—and will connect to local routes redesigned through New Links, improving regional coverage and access.

However, the corridor must enhance, not replicate, existing high-frequency service. In overlapping segments, coordination is essential to avoid redundancy, manage vehicle queuing, and maintain a positive rider experience.

Christina Edgar, PE and **Jonathan McDowell, PE**, along with the relevant segment lead, will work closely with RTA's service planning team and stakeholder working groups to refine and validate stop spacing, wayfinding strategies, and transfer connections— confirming that the East-West Bank BRT complements, rather than duplicates, existing service. Their collaboration will leverage performance metrics, existing service data, and corridor-specific conditions to guide decisions that support seamless transfers and intuitive navigation. This focused approach will provide the technical basis for integrating the new BRT service into the broader RTA system.

b. Unforeseen circumstances and other risks that could affect the project's success

Delivering BRT along a corridor with aging infrastructure and diverse urban conditions presents a range of risks that could impact schedule, cost, and long-term performance. Early identification of these constraints will allow the team to proactively develop feasible, context-sensitive solutions.

Aging Infrastructure, Utilities, and Root Zone Conflicts: New Orleans faces significant challenges from aging and often undocumented utility systems—particularly water, sewer, drainage, and electric—that can delay construction and drive up costs. In many areas, subsurface conflicts may be compounded by the presence of mature live oaks, whose root zones are sensitive to disturbance. These overlapping underground constraints will require careful coordination and early utility investigation to inform design decisions.

Right-of-Way (ROW) Limitations: ROW is constrained across much of the corridor. In segments with narrow medians or legacy street configurations, providing space for BRT while maintaining vehicle, bike, and pedestrian access will require trade-offs. Even in areas with wider medians, design flexibility may be limited by the location of underground box canals, utilities, protected trees, or art and/or monuments within the ROW.

> "[AECOM's] partnership has helped bring transformational transportation changes. Thank you for helping us achieve a long-standing goal of bringing rapid transit to our city." – *Satya Rhodes-Conway, Mayor, City of Madison*

HOV Lane Reuse and Public Perception: The proposed use of the Crescent City Connection HOV lane for exclusive BRT access introduces both technical and communications risks. Dynamic lane management, enforcement, and interagency coordination will be required to arrive at balanced solution that considers all modes on the corridor.

Design Strategies to Mitigate Risk and Maximize Flexibility: AECOM will prepare a conflict matrix for each segment that will document known utilities and determine whether more precise locating techniques or subsurface utility engineering (SUE) are needed. AECOM will explore a range of adaptable design tools to address these constraints, including:

- **Reversible or bidirectional BRT lanes** to reduce ROW needs while maintaining peak service
- **Zipper trucks** for dynamic lane allocation
- **Transit signal priority (TSP)** to improve reliability without full guideway separation
- **Queue jump or part-time dedicated lanes** in constrained areas
- **Floating or modular median stations** that minimize ROW expansion
- **ITS technologies** for signage, bus detection, and lane enforcement

c. Neighborhood and community considerations that could affect the design process and your approach to community engagement

Community support will be essential to the success of the East-West Bank BRT Corridor. While early engagement during the LPA process revealed strong interest in faster, more reliable service, community perspectives vary across the corridor, and trade-offs must be communicated clearly and equitably.

Broad Support for Transit Improvements: Public input during the LPA phase showed enthusiasm for dedicated

lanes, with many residents open to using neutral grounds to improve speed and reliability. This reflects growing recognition of transit's role in expanding access and equity and offers a strong foundation for continued public support.

Trust, Transparency, and Trade-Offs: Some communities have experienced chronic disinvestment and may view capital projects with skepticism—especially when changes affect parking, traffic flow, or require lengthy construction. **Kelly Duggan, AICP**, who is leading Fort Worth's Master Transportation Plan, brings direct experience navigating trade-offs in a fast-growing, car-centric city. There, she is using travel demand modeling to demonstrate that road expansion alone wouldn't solve congestion and is shifting leadership support toward transit investments that deliver real mobility benefits. She will bring the same approach to New Orleans—coordinating across departments, aligning leadership early, and grounding decisions in data and community priorities.

Design and Engagement Approach: AECOM proposes a corridor-specific engagement strategy that elevates trusted local voices so that residents understand both the benefits and trade-offs of BRT. We will use a combination of data and storytelling to make benefits tangible and offer opportunities to provide feedback on operational scenarios and mitigation strategies.

Context-Sensitive Design Coordination: Each neighborhood along the corridor brings unique demographics, land uses, and historical context that will shape design decisions. Our approach will incorporate input from local stakeholders, the State Historic Preservation Office, and neighborhood commissions (e.g., Historic Districts Landmarks Commission, Downtown Development District, City Planning Commission, etc.) so that BRT improvements align with community priorities.

3. Project Vision

Aligning Vision with Voices: The RTA has articulated a bold vision for the East–West Bank BRT corridor—one focused on improving mobility, access, and quality of life for New Orleanians.

We've participated in every public meeting to date and understand that the corridor's success depends on listening—to stakeholders, riders, and community voices. The following hypothetical profiles reflect the needs, hopes, and daily realities of riders across the corridor. While fictional, they are grounded in real experiences and demonstrate how thoughtful BRT design can deliver meaningful, everyday benefits.

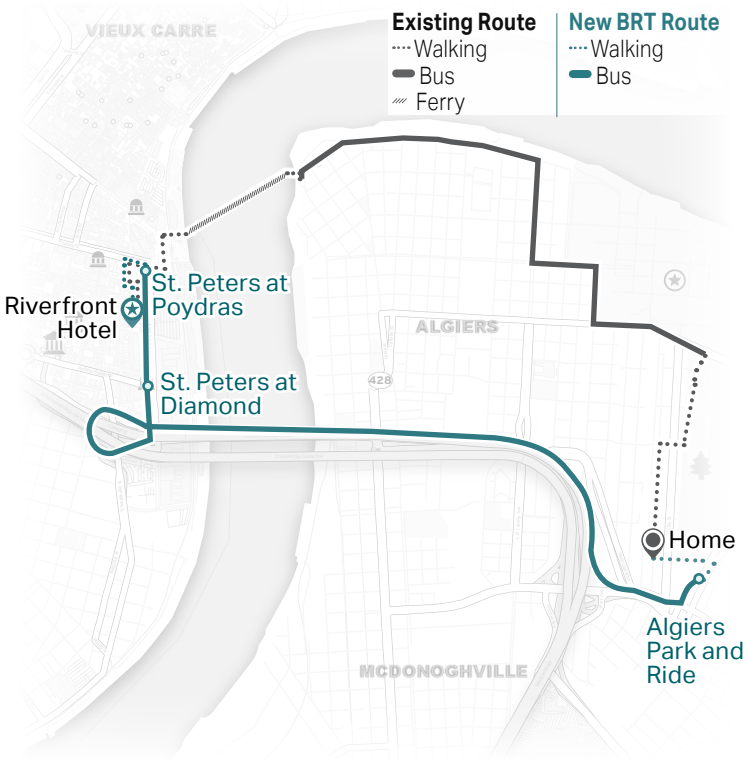
User Profiles

Algiers Resident

"By using the BRT system, I would be able to spend less time commuting and more time with my family."

The Algiers resident lives in Behrman and works at the Riverfront Hotel. She starts her day before sunrise to get her kids ready for school and catch her long commute across the river. Her current trip takes over an hour, including a long walk, a bus ride, the ferry, and another walk—often in unpredictable weather. Missing just one connection can throw off her whole morning.

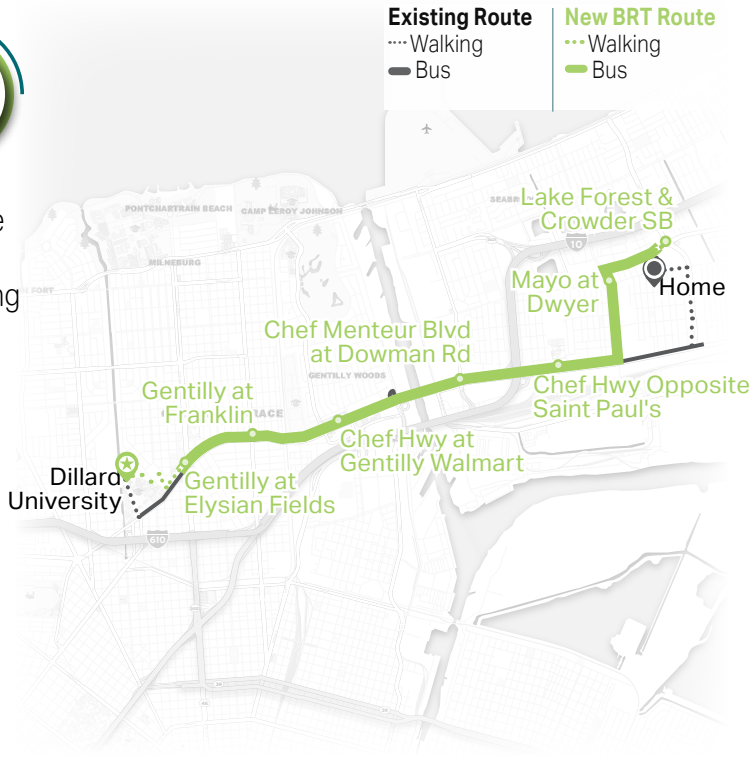
EXISTING ROUTE	NEW BRT ROUTE
Travel Time 1 hr 10 min	Travel Time 25 min
4 FOUR Legs	3 THREE Legs
11 STOPS	1 STOP



New Orleans East Resident

"When the bus is late or packed, I miss class. I'm doing my part—getting up early, showing up. I just need transit to do the same."

The New Orleans East resident lives off Lake Forest and is a student at Dillard University. She's a full-time student juggling classes, a part-time job, and helping care for younger siblings at home. Getting to Dillard each morning means a long walk just to reach the bus—and then a slow ride with 35 stops before finally arriving on campus. It's not unusual for her to be late, even when she leaves on time.

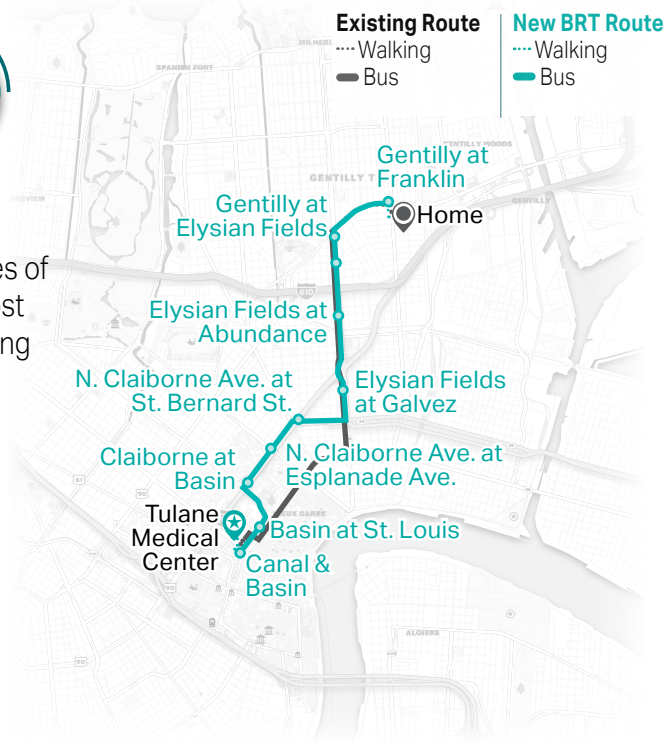


EXISTING ROUTE	NEW BRT ROUTE
Travel Time 46 min	Travel Time 30 min
24 min Walk Time	15 min Walk Time
35 STOPS	5 STOPS

Gentilly Resident

"Less time commuting means more time for the things that matter—whether that's rest, family, or personal goals."

The Gentilly resident lives on Franklin Avenue, works at Tulane Medical Center. She works 12-hour shifts at the hospital and depends on transit to get there and back. With nearly 20 minutes of walking and a bus that stops 18 times, her commute takes almost as much planning as her day on the job. On a long workday, saving 20 minutes each way would make a real difference.

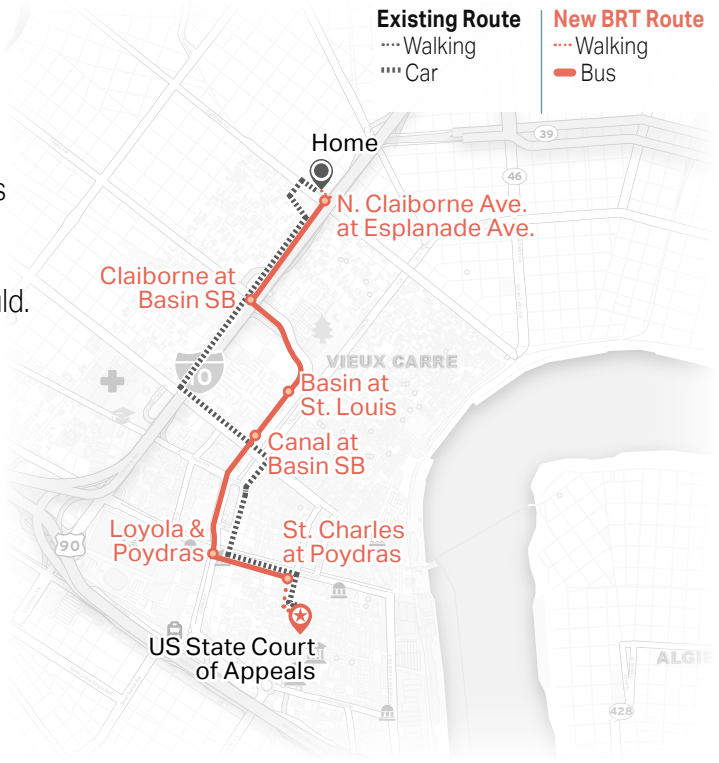


EXISTING ROUTE	NEW BRT ROUTE
Travel Time 38 min	Travel Time 18 min
18 min Walk Time	5 min Walk Time
18 STOPS	8 STOPS

Tremé Resident

"It's faster than driving and I don't have to hunt for parking? I'm in."

The Tremé resident lives on Esplanade and works as an architect for the U.S. State Court of Appeals downtown. He drives to work every day—it's just part of the routine. But between Claiborne traffic and the daily parking hunt in the CBD, that routine feels more draining than it should. Even though he owns a car, he's not tied to it. If there were a faster, stress-free option that would allow him to skip the bottlenecks and get straight to work, he'd take it.



EXISTING ROUTE	NEW BRT ROUTE
Travel Time 33 min	Travel Time 9 min
10 MIN to park	NO TIME to park
LOW Reliability *Claiborne traffic and parking dependent*	HIGH Reliability *Frequent service, consistent schedules*

Transit Integration and Compatibility: With the corridor alignment largely established, our team can focus on integrating the BRT design with the existing fixed-route network and future extensions. We will evaluate station locations and spacing in tandem with ridership projections, intersection geometry, and surrounding land use so that stations are well placed and intuitive. Where local buses and BRT share space, we will explore flexible boarding heights or coordinated curb treatments to enable compatibility. We'll also assess overlapping routes to identify opportunities to streamline the network and improve system-wide efficiency.

Multimodal Integration: Multimodal accommodations within a complex existing corridor like the East-West Bank alignment require place-based solutions. Our team will break the corridor down into active transportation typologies using the City's Transportation Safety Dashboard data, data from RTA's Transit Propensity Index, and the Bikeway Blueprint. We will conduct a pedestrian crossing analysis to determine options for crossings that are consistent with the City, and LADOTD's requirements, as applicable. Connections to Select Service Routes (Routes 3, 8, and 9) will be a focus.

Demonstrated Success

Our team performed a similar analysis when designing the **University Line BRT** for Houston METRO to determine crossing spacing and locations along that corridor. As part of the **Silver Line** development in Houston, AECOM identified several necessary sidewalk extensions to provide proper access to stations, which stretched several blocks outside of the primary BRT corridor.

Context-Sensitive Urban Design: Major infrastructure projects define the visual characteristics of a city and region. This project spans a diversity of adjacent land use, including commercial areas, mixed-use districts, multi-family housing, single-family neighborhoods, parks, and open space. A significant challenge will be to create a singular identity for the service, but with context-sensitive design for each of these diverse settings and neighborhoods along the route. Using 3D typologies, we will test how station forms fit into real-world blocks. Shelters will be durable and maintainable while supporting public art, native landscaping, and resilient materials that reflect local character.

Rendered Station and New Development at Elysian Fields and Gentilly Boulevard.

4. Balancing Innovation, Efficiency, Budget, and Regulatory Requirements

AECOM's approach to preliminary engineering is grounded in balancing innovation with feasibility—delivering high-quality, high-impact design while remaining responsive to budget constraints and regulatory requirements.

Our primary objectives in this phase are to:

- Provide sufficient design detail to establish a firm footprint for environmental clearance and allow for compliance with agencies having jurisdiction.
- Provide adequate design detail to inform appropriate cost estimating and contingencies to control costs moving into project development.

We remain focused on solutions that meet the corridor's unique needs while supporting constructability, permitting, operations, and long-term value.

Key Design Priorities for Preliminary Engineering: Throughout the design process, we will stay focused on the following outcomes:

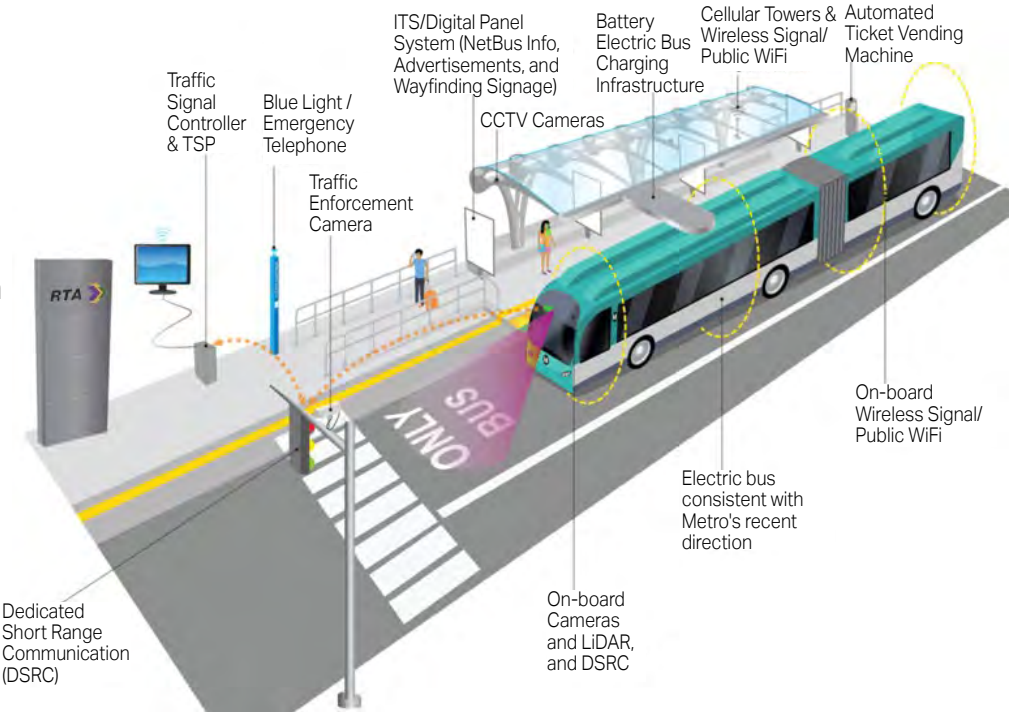
- Verify that the corridor is both "rapid and connected," with well-planned transit connections and mid-route stations, as well as multimodal intersection design and TSP.
- Leverage active transportation momentum to increase mobility throughout the corridor, while also increasing safety and mobility as top priorities.
- Create attractive, usable public spaces at the stations and along the roadside edge, delivering a world-class facility.
- Understand and adapt the design to reduce impacts to utilities, businesses, parking, properties, access, drainage/flooding, and environmental concerns.
- Build a strong basis of cost estimating, risk management, third-party coordination, constructability, operations and maintenance, and construction phasing that will achieve the best construction outcomes for the project.

BRT and Roadway Integration: Our team members are experts in integrating BRT into a variety of corridor types—including center-running, side-running, and mixed-flow configurations and will use design strategies proven successful on other BRT/roadway projects, including:

- **Adapted Design Criteria:** Raised platforms that allow for near-level boarding minimize dwell time at stations and improve the quality of service. It will be important to coordinate platform height with floor height of the BRT vehicles. A variable-height curb detail could be implemented to aid retrofitting curbside improvements into the existing corridor. This will help maintain ADA-compliant sidewalk slopes while minimizing the reconstruction footprint.
- **Innovative Intersection:** Innovative intersections and treatments such as restricted left turns or adding U-turns can improve traffic flow and increase mainline capacity while also improving safety. Using these types of treatments at intersections can help address some of the traffic issues along the corridor without sacrificing the safety and access of other modes. For instance, Gentilly Road includes several unsignalized gaps in the median that deserve early attention to be fully prepared for stakeholder engagement.
- **User Experience:** Smart station placement supports on-time and safe operations. Our designers will evaluate each station location and optimize the design for any changes that can help improve the experience for all users from the bus driver to the passengers.
- **Safety Risk Reduction:** Interaction of the BRT vehicles, general traffic, and the active transportation and bike network is critically important to corridor safety and operations. We will provide a deep dive into these safety and operational interactions at stations and intersections, and at business and residential access points along the corridor.
- **Capital Cost Estimates:** Capital cost estimates will be developed using a "bottom-up" parametric approach based on conceptual plans and cost build-ups for various cross sections and individual components of the LPA. Each estimate will follow FTA's Standard Cost Category (SCC) format, with capital costs annualized per FTA guidance for CIG evaluation indicators and proper contingencies applied. Under this approach,

the AECOM team will be poised to respond quickly to various design options through the anticipated iterative design and evaluation process. Our experience with capital cost estimation reduces the potential for project and construction cost estimates to unexpectedly spike as designs mature.

- **Innovative Tools:** Through the design and deployment of onboard units, roadside units, and emerging ITS technologies, the BRT system would be capable of operating TSP and other enhanced vehicle-to-everything connected vehicle initiatives, as seen in the graphic on the right.



5. NEPA Understanding

AECOM has a significant amount of success leading NEPA efforts for transit agencies around the country based on our ability to quickly, creatively, and strategically develop an understanding of our clients' projects, which sets us up for a streamlined, yet thorough, NEPA process. AECOM has played a lead role on several BRT projects approved nationally under Categorical Exclusions (CEs), the assumed class of action for the proposed BRT project. We have successfully secured approvals with CEs for projects with ROW acquisition. In 2024, CEs secured federal approval of BRT projects in Texas, Florida, Georgia, North Carolina, and several other states.

In addition to our national experience, our team includes multiple local staff and staff within FTA Region 6 with deep resumes in FTA NEPA documentation, having completed numerous Environmental Impact Statements (EISs), Environmental Assessments (EAs), and CEs for projects in the greater New Orleans area. Regionally in recent years, our team has worked with FTA Region 6 staff on projects for Trinity Metro, Dallas Area Rapid Transit (DART), CapMetro, and Houston METRO, among others. Notably, AECOM received an FTA Outstanding Achievement Award for Excellence in Environmental Document Preparation for a DART Streetcar NEPA/PE project, recognizing our schedule-saving innovations to advance the project, including our close collaboration with FTA Region 6. We thoroughly understand FTA's preferences for the NEPA process and will leverage our relationships to efficiently advance design and NEPA for the East-West Bank BRT Corridor.

In close collaboration with FTA Region 6, the AECOM team will complete a NEPA CE checklist and supporting documentation for the project in accordance with 23 CFR Part 771.118 and successfully receive NEPA documentation approval. There are CEs specific to an Action within Existing Operational ROW (as defined in 23 U.S.C. 101) and CEs are often used to secure approval for projects with ROW acquisitions as well.

Under the leadership of our **NEPA Lead Melinda Jensen**, our NEPA staff will regularly coordinate with the various disciplines within the team and RTA to identify opportunities, key issues, and constraints early on. Based on the natural, cultural, and physical resources outlined in Task 12 of the RFQ, we will collectively assess potential impacts and permitting triggers, develop strategies to minimize ROW acquisitions, and shepherd the project through NEPA and other federal approvals.

> **"AECOM has been a valuable partner on the East Colfax Avenue BRT project from the beginning. Their experience and knowledge from prior BRT projects and expert guidance in securing NEPA clearance has been indispensable in moving the project forward."**
> ***– Brian McLaren, Project Manager, City and County of Denver East Colfax Avenue BRT***

6. Unique Perspectives

AECOM brings a unique perspective to this project by intentionally aligning our team structure with the specific challenges of delivering BRT in New Orleans. Instead of assigning tasks in silos, we've matched each task with the disciplines and individuals best equipped to lead it, supporting the seamless coordination of technical design, permitting, outreach, and project management from the project outset. This task-driven, discipline-aligned approach reflects our understanding that successful BRT delivery requires not only technical expertise, but also contextual insight, streamlined communication, and proactive problem-solving across agencies and disciplines.

TASKS

- **Task 1 |** Develop Outreach Strategy
- **Task 2 |** Implement Outreach Strategy
- **Task 3 |** Corridor Conditions Assessment
- **Task 4 |** Project Management and Coordination
- **Task 5 |** Design Criteria Document
- **Task 6 |** Draft 30% Route and Station Design
- **Task 7 |** Cost Analysis and Capital Investment Grant Analysis
- **Task 8 |** Ridership, Performance, and Scheduling Analysis
- **Task 9 |** Traffic Modeling and Analysis
- **Task 10 |** Preliminary Hazard Analysis
- **Task 11 |** Final 30% Design and Updated Technical Reports
- **Task 12 |** NEPA Documentation

DISCIPLINES

- **Project Management** *Task 4*
- **Outreach** *Tasks 1, 2*
- **BRT Planning** *Tasks 3, 10, 12*
- **BRT Design** *Tasks 5, 6, 9, 11*
- **BRT Cost & Capital Investment** *Tasks 7, 8*

Note: Our approach to the Project Management (Task 4) and BRT Cost & Capital Investment (Tasks 7 and 8) disciplines can be found in Section 7 and our approach to the NEPA Discipline (Task 12) can be found in Section 5.

Outreach (Tasks 1, 2)

AECOM brings a deep commitment to inclusive, community-informed design—especially in cities like New Orleans, where every neighborhood has its own story, priorities, and pace. Our outreach approach starts with listening: understanding the needs of residents who rely on transit daily, acknowledging the history that shapes trust in public agencies, and translating that input into design decisions that reflect local realities.

We've worked across New Orleans' diverse neighborhoods where priorities often vary block-by-block. Our team knows how to engage communities where they are: transit stations, churches, neighborhood association meetings, second lines, online, and school pickup lines—not just in traditional public meetings.

To lead this work, we've partnered with Creativity Justified, a New Orleans-based DBE firm with deep roots in local outreach. They bring trusted community relationships and cultural fluency so that engagement strategies are grounded, inclusive, and accessible.

Adaptive and Iterative: We understand rapid change in New Orleans and will bring an adaptive, iterative approach to engaging the community. AECOM and Creativity Justified will provide an engagement plan with the approach and details proposed for establishing and managing a Technical Advisory Committee and a Community Advisory Committee. Some of the focus groups formed for the initial study disbanded, while the Gentilly and New Orleans East participants invested considerable time and could be asked again to support the effort.

Engagement Methods: Our outreach strategy blends in-person and digital tools to broaden access and build trust.

- **In-Person:** We facilitate ride-alongs, roundtables, pop-up events, and walk audits—often alongside our local partners—to capture insights from diverse voices.
- **Digital:** We deploy interactive digital tools to extend engagement beyond the meeting room.
- **Community Activation:** Beyond listening, we help spark momentum through pilot projects; tactical installations; and partnerships with local artists, youth

programs, and small businesses. These activations foster ownership and build excitement around long-term improvements. We understand that these corridors are already experiencing change, whether by private development, or city and state capital projects. Our process relies on a comprehensive vision for the corridor and a laser focus on resolving the issues critical for completing design and federal approvals. Potential options include underground utilities on Chef Menteur Highway, lighting trees along Gentilly Boulevard and further enhancements for the Claiborne Innovation District.

This people-first, design-with approach, led by a local team that knows New Orleans intimately, provides recommendations that are not only technically sound but deeply rooted in the voices of New Orleans residents. It's how we build projects that are embraced—and that last. Using our established networks, students, and creative approaches, the BRT station design will be a collaboration with community visionaries. The RTA has already been assessing stops and considering shelter design and fabrication. The data from the stop inventory and Better Bus Stops projects provide a headstart on community-supported station design.

Rendered Station and New Development at Lake Forest and Crowder Boulevards.

BRT Planning (Tasks 3, 10)

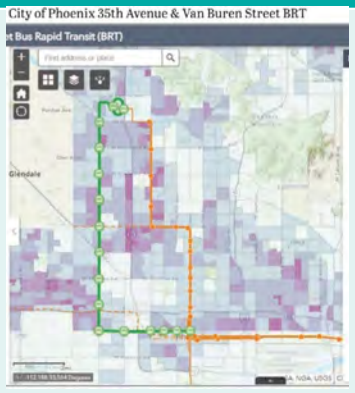
With the Feasibility Study complete, our planning focus shifts from broad alignment selection to detailed corridor validation. AECOM brings a delivery-focused mindset to BRT planning—shaped by on-the-ground experience navigating New Orleans' unique permitting landscape, coordinating with agencies like LADOTD and DPW, and advancing corridor projects through design, environmental clearance, and local review.

For the Corridor Conditions Assessment, we combine high-resolution fieldwork with GIS- and CAD-integrated workflows to produce a design-ready understanding of the corridor. Our team will verify ROW widths, document topography and pavement conditions, and conduct targeted geotechnical analysis at proposed station locations. We will inventory utilities both above- and below-ground utilities, drawing from record data and field investigations using current technology to identify potential conflicts early. Our assessments are tailored not just to inform 30% design, but to reduce uncertainty all the way through 100% construction documents.

Where ROW constraints are present, we apply context-sensitive design strategies—such as targeted curb extensions or bulb-outs at intersections—to minimize property impacts while enabling BRT infrastructure. This approach helps preserve local business access and maintain traffic flow without requiring full parcel acquisition. In parallel, we will identify any required ROW acquisition needs and, if applicable, develop a Real Estate Acquisition Management Plan (RAMP) in accordance with FTA guidelines. We understand the importance of balancing the need for dedicated lanes with considerations such as on-street parking, business access, and local revenue.

Demonstrated Success

For **BRT projects in Phoenix and Denver**, AECOM developed ArcGIS StoryMaps and a 360-degree virtual engagement hub that provided a single, ADA-compliant point of access for project updates, public meetings, surveys, and visualizations. These platforms allow residents to explore trade-offs, provide feedback, and follow the project timeline at their own pace—on any device, in multiple languages. In Denver, the **East Colfax BRT** hub even incorporated murals from the corridor and received rave reviews from the public.



What sets our team apart is how we structure and apply this data: everything we collect is built to serve multiple roles across planning, engineering, permitting, and environmental review. We will align closely with City of New Orleans and LADOTD staff to understand permitting touchpoints and develop a permitting schedule that anticipates the needs of both local and state segments.

Concurrently, our Transit System Safety and Security team will develop an FTA-compliant Safety & Security Certification (SSC) program, including management plans and guidance, and will lead familiarization workshops and technical working groups with the project team and stakeholders.

To be effective, the SSC program must be integrated early in the project to avoid delays, added costs, or operational impacts.

Together, these tasks provide a clear, detailed, and risk-aware foundation for advancing the corridor toward implementation, with a focus on accuracy, coordination, and long-term viability.

BRT Design (Tasks 5, 6, 9, 11)

With the LPA established, AECOM's design approach focuses on validating that alignment and selecting context-sensitive runningway configurations that support long-term operational success and community compatibility. Our work is rooted in implementation and structured to support a smooth transition to final design and construction.

Christina Edgar, PE, will lead runningway design, station configuration, and multimodal integration. **Jonathan McDowell, PE**, as segment coordination lead and a seasoned local engineer, will bring critical insight into design feasibility, ROW constraints, and permitting realities across the corridor. Together, they bring a unique perspective—grounded in local experience, design pragmatism, and BRT system expertise—on how to shape a buildable corridor from day one.

In the first 90 days, our team will convene a design workshop with RTA and agency partners to revisit key design assumptions, review cross section options, and test corridor concepts against known constraints. This workshop will inform development of the 30% design package and establish early technical consensus across project partners.

Design Criteria Development: AECOM will prepare a Design Criteria Document to guide all elements of the corridor's design, developed in close collaboration with the RTA. The document will draw from local design guidelines, national BRT and HCT best practices, and findings from previous studies along the East–West Bank corridor. Segment leads will use this living document to verify consistency across design packages while remaining responsive to neighborhood-level needs. Following RTA and stakeholder input, a final version will be delivered with the 30% Design Package—though it can be refined over time as project decisions evolve.

"Building the Project" Decision-Making Tool: AECOM's "Building the Project" tool segments the corridor based on ROW, land use, and community input, then evaluates the performance of different BRT configurations—mixed-flow, side-running, and center-running—at the segment level. This "mix-and-match" methodology moves beyond a one-size-fits-all approach, helping teams select the right solution for each context.

For example, on Poydras Street, a bidirectional BRT lane within the median may offer a feasible solution—minimizing traffic impacts, preserving existing curb lines, and accommodating station infrastructure.

The tool integrates project goals and custom screening criteria—travel time savings, safety, access, phasing, and cost—to clearly communicate segment-level trade-offs and corridor-wide impacts in real time.

Station Typologies and Placement: We will use a programmatic typology tool to define scalable, context-sensitive station concepts—based on physical constraints, land use, projected ridership, and streetscape conditions. Station siting will be validated using a red flag analysis and station placement checklist covering:

- ROW capacity

Demonstrated Success

Our team has successfully applied this approach on projects like the Colorado Boulevard BRT in Denver, the North-South Corridor BRT in Chapel Hill, and CapMetro's Orange Line LRT in Austin. In Denver, the **"Building the Project" tool** helped identify fatal flaws in a full center-running alternative, allowing decision-makers to refine it into a hybrid concept that balanced feasibility with public input priorities.

EVALUATION CRITERIA
1b 1f 1g 2a 2c 2d 2e 3d

TECHNICAL ABILITIES
C3 C4 E1 E3 J1 J2

- ADA accessibility
- Traffic and intersection geometry
- Parking and access impacts
- Visibility and crosswalk proximity
- Signal operations
- Bridge/viaduct constraints
- Utility constraints

Whether basic or enhanced, shelters will feature durable, maintainable materials and transparent design for safety. This process builds on AECOM's transit shelter work in Madison, Columbus, and Omaha.

Urban Design, Landscape, and Livability: The corridor traverses diverse neighborhoods—from commercial centers to parks to residential districts. AECOM's urban design team will balance a unified BRT identity with context-sensitive public space design. Thoughtful landscaping, public art, and low-maintenance green infrastructure will help create safer, more welcoming spaces for pedestrians while reinforcing the identity of each neighborhood along the corridor.

Construction Manager at Risk (CMAR) Coordination: Our design process is structured to align with the Construction Manager at Risk (CMAR) delivery model. AECOM has delivered several CMAR transit projects, as well as dozens of other CMAR projects across different infrastructure sectors. More importantly, we understand and have delivered projects under the Louisiana CMAR model (LRS 38:2225). We are currently leading design of the new Louisiana International (Port) Terminal and previously led the design of the Mid-Barataria Diversion Project and the construction of the Louis Armstrong New Orleans International Airport, all delivered via CMAR.

30% Design Package Development: Once agreement has been reached on the concept and station strategy, AECOM will prepare comprehensive 30% design packages for each corridor segment. These packages will follow a consistent format but include unique segment-specific elements reflecting street conditions, transit needs, and design constraints. These will include:

- Overall route maps with connections to the local transit network
- Typical cross sections
- Streetscape and pavement plans (and profiles where necessary)
- Signage, striping, signal improvements, and IT/ communications systems

These materials will be presented to RTA and partner agencies for review, and we will incorporate all feedback into the final 30% submittal to verify alignment with stakeholder expectations and interagency coordination. Our design packages will be grounded in constructability, phasing, and permitting considerations to streamline the path to final design and construction.

Traffic Studies: AECOM will engage Urban Systems to perform the modeling and analysis of traffic and transit operations. With the combined strength of our experts, our team is proficient in travel demand modeling and microsimulation analysis tools, including TransCAD, TransModeler, Vissim, Synchro, and SimTraffic. We believe the approach to traffic modeling requires an up-front scoping of the analysis in collaboration with FTA, the City of New Orleans, and the LADOTD. Urban Systems and AECOM both deliver traffic analysis work for the City currently and understand their requirements. We already have route data for RTA service within New Orleans and an inventory of traffic signals.

The LADOTD maintains traffic signal inventories for the signals that include State Routes. Unlike the City, the State of Louisiana has a deliberative process as part of what it refers to as the Traffic Engineering Process and Report (TEPR). Several AECOM and Urban Systems staff are certified in this process and have used it many times. We will negotiate with the LADOTD to arrive at the right-sized level of analysis. The TEPR process does not require any unnecessary data or analyses, but does have several milestones and review periods that will be effectively managed so that we adhere to the schedule.

As with our other DBEs, we will collaborate and meet frequently with the traffic analysis team. Those not yet familiar with BRT analysis and design will be coached by those with experience. Urban Systems will lead iterative scenario development, yielding findings for the RTA and the Technical and Community Advisory Committees. In several locations, options will have trade-offs for service optimization, cost, and impacts on other uses of the ROW. Urban Systems provided similar services in the Transit Signal Priority Systems Broad Street and General DeGaulle Drive projects, which also included TSP and a comparative analysis of near-side and far-side stops.

When analyzing safety along the East-West Bank BRT Route, it will be crucial to gain a comprehensive understanding of each safety issue, its extent, and its susceptibility to improvement. The art and science of

traffic safety has leapt forward in recent years, requiring a credentialed Road Safety Professional (RSP) lead the work. AECOM's **Greg Trahan** maintains this credential and applies it to safety studies every year. AECOM is also addressing safety on the New Orleans roads through our efforts on DPW758 Speed Management Study. From our work in New Orleans, the City's Safe Streets Priority Finder, and the New Orleans Transportation Safety Dashboard, we have identified three areas of focus for traffic safety generally: General De Gaulle Drive, Gentilly Boulevard, and throughout the CBD. Along General De Gaulle Drive and Gentilly Boulevard, high speeds are a challenge, leading to more serious crashes. In the CBD, fatalities and serious injuries are less common, but the density of activities and presence of many modes requires a different approach.

Survey and ROW: There are a myriad of adjacent ownerships in the corridor, and obtaining permission to enter may be time-consuming. To eliminate such delays, the topographic survey will be started as an early action item and completed using a combination of ground survey, aerial mapping, and mobile LiDAR. This combination of survey techniques is currently being successfully used by **lead survey team member Bruce Dyson, PE, PLS**, to obtain curb ramp survey for sections of the corridor.

Utilities and SUE: Utility mapping for a corridor of this length will demand considerable time and started as an early action item. The team will collect Quality Level B (QLB) information and build a high-quality representation of the existing utilities. Vacuum excavation and various forms of non-destructive investigation techniques will be used as needed. Early and continued coordination with utility providers along the corridor will be critical for keeping the project on schedule.

Vehicle Recommendation and Selection: Vehicles are among the most visible and influential elements of BRT branding. AECOM will work with RTA to determine the appropriate vehicle type and size based on forecasted ridership and station layouts. Key considerations will include:

> **"The quality of service and products has been great. AECOM has set a bar for managing complex projects." –** ***Gerardo Hidalgo, Project Manager, CDOT Region 1 BRT Program, Colorado Boulevard BRT Study***

- Vehicle aesthetics aligned with marketing and wrap guidelines
- Interior layout based on anticipated boarding/alighting patterns
- Compatibility with platform design and ADA accessibility
- Integration with existing fleet for parts commonality and maintenance efficiency
- ITS readiness for fare collection, passenger info, and TSP

AECOM will draw on lessons learned from recent BRT vehicle deployments to recommend specifications that meet performance needs while supporting system identity and passenger comfort.

Low- and Zero-Emission Vehicle Strategy: BRT projects present a prime opportunity to demonstrate the benefits of low- or zero-emission operations. AECOM will evaluate the feasibility of battery-electric or hydrogen fuel cell vehicles for this corridor, identifying any performance constraints and assessing infrastructure needs for charging or fueling.

Our team will build off the recent work completed by the RTA to assess readiness for zero-emission vehicles, coordinate with the planned roll-out of 20 new electric buses, and consider the reliability of the Entergy grid as we develop vehicle recommendations consistent with RTA goals.

Operations and Maintenance (O&M) Facility Planning: Our team will also provide recommendations for O&M facility design and retrofit needs based on selected

Demonstrated Success

Early utility planning proved critical on the **Rampart-St. Claude Streetcar Extension** where the schedule was highly aggressive due to the requirement to be operational by the 2013 Super Bowl. Although utility locations were generally known, they became critical during construction because of conflicts with shallow utilities along Canal Street. Pre-planning and locating the utilities allowed the design team to refine the typical section and mitigate some utility modifications by using a special pile cap to provide for an offset placement of replica OCS light poles. The team was also able to provide limited relocations for the crossings under the track slab. These mitigation techniques helped reduce both relocation costs and change orders during construction.

EVALUATION CRITERIA
2c 2d

TECHNICAL ABILITIES
A3 C7 D1 D2 D3 D4

vehicle types. Where space allows, we recommend integrating a training and commissioning platform into the facility site plan. This provides off-street space for:

- New vehicle commissioning
- Operator training on platform approach/alignment
- Daily interior detailing and inspection

This approach reduces the burden on in-service facilities and improves readiness for system launch.

Fare Payment Systems: Off-board fare collection is key to minimizing dwell time and achieving true BRT performance. AECOM will evaluate how ticket vending machines (TVMs) and fare validators can be integrated with RTA's existing farebox system and ITS infrastructure, allowing fare readiness to be embedded in operations from day one. We will consider:

- Findings from the recently initiated Fare Collections System Upgrade
- Compatibility with RTA's planned payment architecture
- Placement of TVMs and validators in stations
- Enforcement strategies that empower riders to confidently board and pay

7. Strategies for Cost Control, Schedule Adherence, Project Management, and FTA Small Starts Alignment

Project Management and Schedule Adherence: AECOM's approach to project management is grounded in clear roles, proactive coordination, and disciplined controls. Our leadership team brings the technical depth and local insight needed to guide the East-West Bank BRT through 30% design and successfully complete the Project Development phase of the FTA Capital Investment Grants (CIG) program. The team is trained and ready to maintain schedule adherence by tracking progress daily, flagging risks early, and resolving issues before they affect key milestones.

Together, this leadership team will deliver all analyses, drawings, and documentation required for FTA Evaluation and Rating, culminating in the successful completion of the Project Development phase. Our team will use a milestone-driven Work Breakdown Structure (WBS), centralized risk tracking, and structured design-phase reporting to ensure transparency, accountability, and schedule fidelity at every step.

AECOM's Project Management Leadership Team

Kelly Duggan, AICP
PROJECT MANAGER

Based in New Orleans, Kelly will serve as Project Manager and primary point of contact with RTA. She will oversee the work plan, manage agency coordination, and verify alignment with expectations. Kelly will lead weekly design team meetings and milestone check-ins, track stakeholder engagement inputs, and use AECOM's Project Health Dashboard to monitor progress and keep tasks on schedule. She will also work closely with RTA to confirm that the design effort directly supports Purpose and Need, land use readiness, and the metrics required for FTA Evaluation and Rating. Kelly combines cross-sector leadership with structured project delivery to keep multidisciplinary teams focused, responsive, and on track to meet schedule and budget goals.

Jonathan McDowell, PE
DEPUTY PM

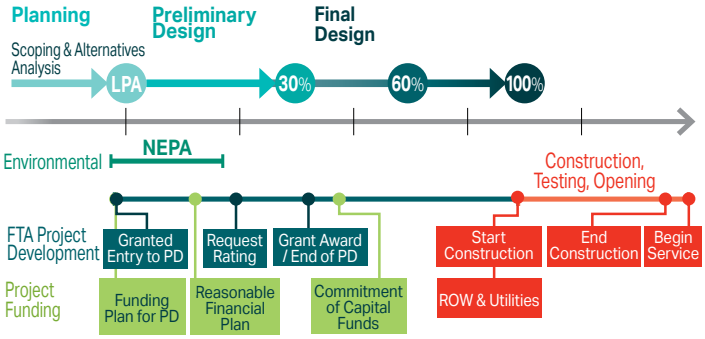
As Deputy Project Manager (PM) and local Design Lead, Jonathan will manage the project risk register and serve as the technical lead for ROW, permitting, and constructability. He will work closely with segment lead engineers to identify utility conflicts, cross-section constraints, and permitting challenges early—verifying that issues are documented and resolved before they affect schedule. Jonathan's 28 years of local delivery experience supports schedule assumptions that are grounded in implementation realities. Jonathan brings unmatched local infrastructure knowledge and a deep understanding of permitting and construction realities that shape design timelines.

Christina Edgar, PE
BRT DESIGN LEAD

Christina, who is one of AECOM's national BRT design leads, will guide the development of the 30% design package and facilitate coordination across transit operations, roadway design, and multimodal elements. She will oversee QA/QC, facilitate structured interdisciplinary design reviews, and guide development of a custom 30% milestone checklist aligned with RTA and FTA expectations. Christina brings the BRT design leadership and system-level thinking necessary to deliver a corridor that is functional, fundable, and future-ready.

Because the project is already in Project Development (PD), this schedule builds on completed work, reflects the current scope of 30% Design and NEPA, and shows the path through final design, construction, and service launch.

Conceptual Project Implementation Schedule



Cost Control: AECOM integrates cost control into every phase through detailed, bottom-up estimates tied to the WBS and aligned with FTA's Standard Cost Category (SCC) format. Estimates begin with interdisciplinary design reviews (approximately 30 days prior to submission) and are updated at each milestone. Estimates will reflect New Orleans-specific conditions and include appropriate contingencies per FTA guidelines.

FTA Small Starts Alignment: AECOM brings deep knowledge of the CIG process, serving as the FTA's advisor on the National BRT Initiative Program. **BRT Cost and Capital Investment Lead Gavin Poindexter** will lead coordination with the FTA and streamline documentation requirements. This early screening of the corridor offers insights into improving project ratings.

Gavin and his team are also deeply familiar with the recent FTA updates to the land use criteria and will revisit the analysis with this new lens as a first step in the project.

Potential strategies for rating improvement include:

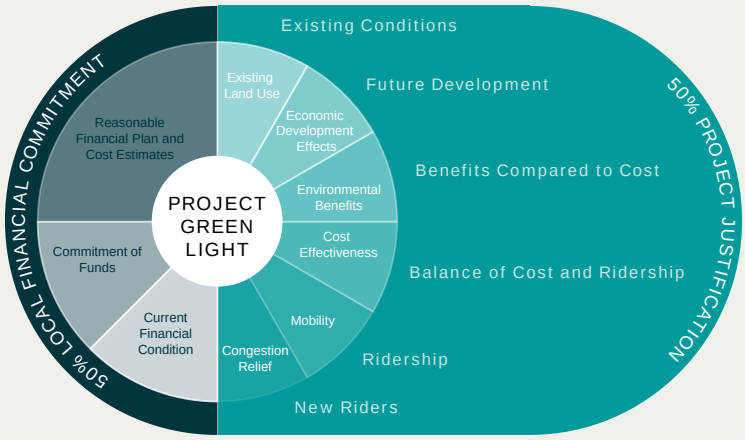
- **Station placement** to maximize population and employment density ratings.
- **Alignment refinements** to increase the share of affordable housing units served.
- **Ongoing engagement** with FTA to align on Purpose and Need, ridership modeling, and schedule assumptions.

FTA Ratings Criteria Documentation: This project was accepted into Small Starts Project Development in June of 2023. FTA has stated it cannot rate any additional projects until they have updated the CIG guidance to align with the Trump administration's recent Executive Orders. It remains important for local decision makers to have confidence in how the project will qualify for funding in the FTA CIG program. Where feasible, we will help RTA pursue a streamlined financial review, avoiding the need for a detailed 20-year cash flow model. We will develop a Financial Plan that outlines capital funding sources and demonstrates RTA's financial standing. We will verify that it clearly outlines full project costs, budget year alignment, and a realistic schedule—all key concerns for FTA acceptance.

Ridership Forecasts: AECOM's **FTA CIG Ridership Forecasting Lead Patrick Coleman** will lead ridership forecasts in alignment with both NEPA and the CIG program. AECOM will update the RTA's existing Simplified Trips-on-Project Software (STOPS) model to reflect current ridership data, operational assumptions, and guideway factors affecting transfer rates between BRT and streetcar. Forecast outputs will include ridership, boardings, passenger miles, and Vehicle Miles Traveled (VMT) savings, documented in a report suitable for FTA submittal.

FTA Project Justification Rating

FTA bases a project's Project Justification rating on six equally rated sub-criteria. Through the course of our planning and design efforts, AECOM will develop the materials necessary for FTA to evaluate the project for five of six sub-criteria. The economic development rating is a qualitative rating based on a snapshot in time and information affecting this rating will change between completion of this study and the initial request to be rated by the FTA. AECOM assesses the rating the project would need to receive for economic development to be eligible for CIG funding. Furthermore, our team offers strategies to achieve that rating.



D. Featured Experience

AECOM has a wealth of local and national experience in designing and implementing BRT corridors in urban communities. We have designed BRT corridors with similar engineering requirements and challenges, including projects traversing underserved communities. Our project portfolio demonstrates the depth of our team members' related project experience and our proven track record in each task area.

Locally, we work and/or partner with most major public entities within New Orleans and deliver some of the region's most iconic projects, including the RTA Rampart Street-St. Claude Avenue Rail Expansion and the Canal Street to Union Passenger Terminal Rail Expansion projects. We have a proven track record of working successfully with various local clients, including the City of New Orleans, New Orleans Sewer and Water Board (SW&B), the LADOTD District 02 and Headquarters, FTA, and the New Orleans Regional Planning Commission (NORPC). Through these extensive local project experiences, AECOM has developed a deep understanding of the infrastructure issues and needs, local conditions, people, and culture of New Orleans.

AECOM has planned, designed, financed, constructed, and operated BRT systems that offer first-class service that is fast, simple, and safe. A selection of those are shown below and on the following pages. Additional BRT and local experience can be found on AECOM's CQ-12 Form in Section 3.

			BRT Planning			BRT Design			BRT Cost & Capital Inv.	
Relevant Projects	Project Management	Outreach	Corridor Assessment	Hazard/Safety Analysis	NEPA	Design Criteria	30% Design (route & station)	Traffic Modeling & Analysis	Cost/Capital Grant Analysis	Ridership, Performance & Scheduling Analysis
University Corridor BRT *Houston, TX*	●	●		●		●	●	●		
BRT in Central Ohio *Columbus, OH*	●	●	●	●	●	●	●	●	●	●
BRT in Madison *Madison, WI*	●	●	●	●	●	●	●	●	●	●
BRT in Denver *Denver, CO*	●	●	●	●	●	●	●	●	●	
35th Avenue and Van Buren Street BRT *Phoenix, AZ*	●	●	●	●		●	●	●	●	
BRT in Grand Rapids *Grand Rapids, MI*	●	●	●	●	●	●	●	●	●	●
CONNECT 1 East-West BRT *Milwaukee, WI*	●	●	●	●		●	●	●	●	●
Chapel Hill North-South BRT *Chapel Hill, NC*	●	●	●	●		●	●	●	●	●

University Corridor BRT

Houston, TX

Client
Metropolitan Transit Authority of Harris County (Houston METRO)

Dates of Service
2021-2024

Project Value
$2.28B

AECOM was selected as the General Engineering Consultant for the Project Development phase to advance the concept design and deliver the 30% preliminary engineering for FTA's NEPA evaluation. AECOM identified priorities around the initiation and coordination of work on the early scoping for reasonable and feasible alternatives, stakeholder coordination, engagement with the diverse neighborhoods along the corridor by supporting Houston METRO's public involvement events, and development of a 30% preliminary engineering with a solid project footprint accompanied by segment-specific Basis of Design documents. AECOM's work included survey/ROW, platform architectural design, multimodal roadway design, TSP, drainage, elevated guideway and platform structures, geotechnical, existing utilities/SUE, proposed utility relocation, signals, urban planning/ pedestrian access, safety and security, systems and communications design, and computation of quantities. The University Corridor BRT is a proposed 25-mile center-running BRT in dedicated guideway under development for the FTA New Starts CIG program. The corridor will have 42 stations servicing three universities, connect to five existing Houston METRO transit centers, three METRORail LRT lines, Houston METRO's Silver Line BRT, and several enhanced BOOST bus service routes.

Relevance to RTA

- Preliminary Engineering
- NEPA
- Project Management
- Outreach
- BRT Planning
- BRT Design

BRT in Central Ohio

Columbus, OH

Client
Central Ohio Transit Authority (COTA)

Dates of Service
2020-2021 (HCT Planning)
2021-2022 (BRT Design & NEPA)
2022-2023 (Continued Design)
2023-2028 (Construction Phase Services)

Project Value
$1,644,000 (HCT Planning)
$7.5M (BRT Design & NEPA)
$30M (Continued Design
$15M (Continued Design

East-West High-Capacity Corridor Transit (HCT) Plan, Planning and 30% Design for East Main Street BRT and West Broad Street BRT

COTA hired AECOM in 2020 to develop a vision plan for implementing rapid transit in the region. AECOM also advanced HCT planning for the East-West Corridor, a 20-mile corridor serving two of COTA's highest ridership routes. As part of the alternatives analysis, AECOM segmented the corridor by land use patterns and ROW configuration, then generated technical analyses to support decision making around these key issues. Following an assessment of the data and public feedback, the East-West Corridor was broken into three independent BRT LPAs (West Broad, East Main, and East Broad). The COTA Board of Directors adopted the LPAs on July 28, 2021, and the projects subsequently granted entry into the FTA's CIG Small Starts program in October 2021. AECOM advanced the planning and design effort toward 30%.

West Broad Street BRT Final Design

After completing the corridor study, AECOM provided detailed design and construction support services for the 9.3-mile-long West Broad BRT corridor. The primary goal of the project was to complete final design and prepare construction documents in compliance with the NEPA and the FTA CIG Program. The AECOM team provided professional services to advance the design to 60%.

Relevance to RTA

- Preliminary Engineering
- NEPA
- First-time BRT Implementation
- Selected for Additional BRT Corridor Development
- CMAR Management
- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

BRT in Madison

Madison, WI

Client	Dates of Service	Project Value
City of Madison	2018-2024 (Rapid Route A) 2023-2028 (Rapid Route B)	$10.7M (Rapid Route A) $15M (Rapid Route B)

Metro Rapid Route A BRT (East-West Corridor)
In 2018, the City of Madison hired AECOM to lead a 24-month study to advance Madison's priority corridor for BRT investment (identified in the 2013 Madison Transit Corridor Study) through advanced planning and conceptual design, selection of an LPA, entry into the Small Starts Project Development pipeline, and a NEPA class of action request. Major decision points for the City and project stakeholders included routing configuration on the western end of the corridor and through the downtown, station locations, and guideway design. AECOM segmented the corridor by land use patterns and ROW configuration, then generated technical analyses to support decision making around these key issues. AECOM led the final design in 2020, completed 60% design in 2021, and construction in 2022. Revenue service began in 2024.

Metro Rapid Route B BRT (North-South Corridor)
In 2023, AECOM was selected again by the City of Madison to plan and design the City's second BRT route (Metro Rapid Route B), approximately 15 miles serving north-south travel across the city. The project is pursuing a Small Starts Grant for 26 new stations and additional associated infrastructure improvements, including the full reconstruction of a portion of Park Street, a pedestrian and bike bridge, and upgrades to one at-grade railroad crossing. The project includes 5.2 miles of new exclusive bus lanes and 6.3 miles of new BRT in mixed traffic. BRT buses use a combination of center bus lanes, side bus lanes, and mixed-traffic operation.

Relevance to RTA

- Preliminary Engineering
- NEPA
- First-time BRT Implementation
- Selected for Additional BRT Corridor Development
- In-Service/Operational
- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

BRT in Denver

Denver, CO

Client	Dates of Service	Project Value
City and County of Denver and the Colorado Department of Transportation	2020-2027 (East Colfax) 2024-2030 (Colorado Blvd.)	$280M (East Colfax) $Unknown (Colorado Blvd.)

East Colfax BRT Preliminary and Final Design
This transformative initiative improves mobility, safety, and connectivity along the corridor. It consists of both center- and side-running BRT along a 10-mile stretch of Colfax Avenue through the hearts of the City and County of Denver and City of Aurora along one of the region's highest ridership bus routes. As a major subconsultant, AECOM held a wide variety of project responsibilities, including leading the NEPA process to an FTA-approved Categorical Exclusion document, successfully securing FTA Small Starts Funding by advising on the grant application, reviewing the financial plan, and collaborating with the CMGC during various phases of design development.

Colorado Boulevard BRT NEPA and Preliminary Engineering
In 2024, AECOM was selected to lead Colorado Boulevard, the next BRT segment implementation in Denver. This project will enhance mobility, safety, and service levels for transit along the 7.5-mile corridor. Extensive environmental analysis is being conducted to support the NEPA process for either an Environmental Assessment or Categorical Exclusion. Preliminary engineering encompasses design of the locally preferred alternative with 10%, draft 30%, and final 30% design milestones, which include BRT runningway design, robust traffic simulation, safety analysis supporting pedestrian and bicycle infrastructure improvements, BRT station design, and BRT operations and service planning.

Relevance to RTA

- Preliminary Engineering
- NEPA
- First-time BRT Implementation
- Selected for Additional BRT Corridor Development
- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

35th Avenue/Van Buren Street BRT

Phoenix, AZ

Client	Dates of Service	Project Value
City of Phoenix	2022-2024	$4.32M

AECOM conducted the corridor alternatives analysis and preliminary engineering for this first BRT corridor in Phoenix. Tasks included stakeholder coordination, public engagement support, corridor alternative analysis, ROW mapping, conceptual platform design and station area planning, traffic microsimulation analysis, multimodal corridor safety analysis, design criteria development, cost estimation, and 15% design plans.

In 2015, Phoenix voters approved Proposition 104, creating the 35-year T2050 program. BRT was identified as a key component of T2050 to continue expanding the city's HCT network and introduce the city's first BRT system. On April 20, 2022, Phoenix City Council approved the BRT Program to continue transit analysis and develop conceptual design alternatives for the initial BRT corridor of 35th Avenue and Van Buren Street. This enhanced transit center currently services the latest regional light rail extension, commuter bus service, park and ride, and enables intermodal HCT connectivity with BRT upon corridor completion.

This project incorporated numerous stakeholders, interdepartmental input and collaboration, and involved detailed technical analysis through a highly constrained corridor.

Relevance to RTA

- Preliminary Engineering
- NEPA
- First-time BRT Implementation
- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

BRT in Grand Rapids

Grand Rapids, MI

Client	Dates of Service	Project Value
The Rapid (Interurban Transit Partnership)	2011-2013 (Silver Line) 2020-2020 (Laker Line)	$4M (Silver Line) $5M (Laker Line)

Silver Line BRT and Laker Line BRT

AECOM assisted The Rapid in Grand Rapids in designing and constructing its Silver Line and Laker Line BRT corridors.

Each of these projects built off The Rapid's highest-ridership corridors and implemented rapid-bus service that features stations with level-boarding platforms, off-board fare collection, TSP and enhanced station amenities (e.g., bike parking, landscaping, and park-and-rides).

AECOM's role on each of the design teams was to design site features for each station along the lines. This involved developing the location and orientation of each platform site, as well as integrating the station features into the surrounding context along the corridors. Related enhancements to pedestrian infrastructure and street crossings were incorporated at most of the stations along the lines.

The Silver Line has been in operation since 2014, and ridership has grown each year along the Division Avenue corridor connecting Grand Rapids, Wyoming, and Kentwood.

The Laker Line connected downtown Grand Rapids to the Grand Valley State University campus in Allendale. It opened operations in 2020.

Relevance to RTA

- First-time BRT Implementation
- Selected for Additional BRT Corridor Development
- In-Service/Operational
- CMAR Management
- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

CONNECT 1 East-West BRT

Milwaukee, WI

Client	Dates of Service	Project Value
Milwaukee County Transit System	2014-2023	$3.8M

AECOM delivered a feasibility study and final design that led to the construction of the CONNECT 1 East-West BRT, a 9-mile corridor connecting major employment, education, and recreation destinations through downtown Milwaukee, Milwaukee's Near West Side, Marquette University, Wauwatosa, and the Milwaukee Regional Medical Center. This first-of-its-kind project in Wisconsin will provide enhanced access to the region's most vital, most traveled, and most congested corridor while improving access, mobility, and safety for Milwaukee County's residents and visitors.

The 34-station and runningway design along with the massive coordination process with many key stakeholders was a great undertaking. AECOM was the principal firm and team coordinator for design of these facilities, including planning; utility coordination; architectural design; preliminary and final submittals; funding procurement; and organization of various teams and infrastructure pieces, such as the civil design, lighting, power system, bus route, drainage, and pedestrian experience.

The CONNECT 1 East-West BRT project exemplifies innovative transit solutions, sustainable practices, and effective collaboration, setting a new standard for public transit in Wisconsin. ***This project was recently honored with the ACEC Wisconsin 2025 Engineering Excellence Best of State Award.***

Relevance to RTA

- First-time BRT Implementation
- In-Service/Operational
- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

Chapel Hill North-South BRT

Chapel Hill, NC

Client	Dates of Service	Project Value
Chapel Hill Transit	2015-2027	$11.2M

The North-South Corridor Study was a 24-month transit investment study led by Chapel Hill Transit. The project, funded through a combination of federal (FTA) and local funds, identified and evaluated a series of transit investment alternatives for implementation within the 7.3-mile study corridor running through downtown Chapel Hill, the University of North Carolina at Chapel Hill (UNC) main campus, UNC Hospitals campus, and the proposed UNC Carolina North development.

The study expanded on previous planning work to identify a locally preferred transit investment alternative that facilitates safe, efficient and expanded levels of mobility within the increasingly busy study corridor, and to improve connectivity between the corridor and the Research Triangle region. The BRT LPA evaluated use of higher-capacity buses, optimized station locations, and targeted use of dedicated lanes.

Following a multi-phase, iterative alternative development and evaluation process that was supported by extensive public engagement activities, a BRT LPA was approved by the Chapel Hill Town Council in spring 2016. The project was approved for entry to the FTA Project Development pipeline in fall 2016.

AECOM delivered 30% design in September 2019 and is currently progressing the final design phase of this project.

Relevance to RTA

- Project Management
- Outreach
- BRT Planning
- BRT Design
- BRT Cost & Capital Investment

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Exhibit A: Rate Sheet and Schedule

(see Attachment A)

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IV. SUBMISSION DOCUMENTS

Exhibit A
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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Principal	$132.61	$53.05	$168.55	$354.21
Project Manager	$127.31	$50.92	$161.81	$340.04
Sr. Engineer III	$116.70	$46.68	$148.32	$311.70
Sr. Engineer II	$106.09	$42.44	$134.84	$283.37
Sr. Engineer I	$91.50	$36.60	$116.30	$244.40
Civil Engineer III	$82.75	$33.10	$105.18	$221.03

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 135 **% of** Labor Cost **.**

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IV. SUBMISSION DOCUMENTS

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Civil Engineer II	$67.90	$27.16	$86.30	$181.35
Civil Engineer I	$55.17	$22.07	$70.12	$147.35
Engineering Intern III	$46.68	$18.67	$59.33	$124.68
Engineering Intern II	$42.44	$16.97	$53.94	$113.35
Engineering Intern I	$38.19	$15.28	$48.54	$102.01
CAD Manager	$58.35	$23.34	$74.16	$155.85

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

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CAD Technician II	$36.07	$14.43	$45.85	$96.34
CAD Technician I	$31.83	$12.73	$40.45	$85.01
Sr. Designer III	$55.17	$22.07	$70.12	$147.35
Sr. Designer II	$51.98	$20.79	$66.07	$138.85
Sr. Designer I	$48.80	$19.52	$62.03	$130.35
Clerical	$37.13	$14.85	$47.19	$99.18

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Sr. Mechanical Engineer	$97.60	$39.04	$124.05	$260.70
Mechanical Engineer	$71.08	$28.43	$90.34	$189.86
Sr. Electrical Engineer	$99.72	$39.89	$126.75	$266.36
Electrical Engineer	$70.02	$28.01	$88.99	$187.02
Sr. Geotechnical Engineer	$106.09	$42.44	$134.84	$283.37
Geotechnical Engineer	$63.65	$25.46	$80.91	$170.02

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AECOM

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Environmental Manager	$74.26	$29.71	$94.39	$198.36
Environmental Professional II	$58.35	$23.34	$74.16	$155.85
Environmental Professional I	$42.44	$16.97	$53.94	$113.35
Student Intern	$26.52	$10.61	$33.71	$70.84
Principal Transit Planner	$144.66	$57.87	$183.87	$386.40
Sr. Transit Planner	$108.97	$43.59	$138.51	$291.07

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 135 **% of** Labor Cost **.**

AECOM

IV. SUBMISSION DOCUMENTS

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Sr. Transit Engineer	$68.03	$27.21	$86.47	$181.71
Transit Safety Specialist	$90.21	$36.08	$114.65	$240.94
Principal Transportation Planner	$101.91	$40.76	$129.53	$272.20
Strategic Communications Specialist	$80.76	$32.30	$102.65	$215.72
Sr. Traffic Engineer	$62.04	$24.81	$78.85	$165.70
Principal Planner/Environmental Professional	$129.43	$51.77	$164.51	$345.71

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

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IV. SUBMISSION DOCUMENTS

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Sr. Planner II	$99.72	$39.89	$126.75	$266.36
Sr. Planner I	$84.87	$33.95	$107.87	$226.69
Planner III	$72.14	$28.86	$91.69	$192.69
Planner II	$59.41	$23.76	$75.51	$158.69
Planner I	$46.68	$18.67	$59.33	$124.68
Sr. Architect II	$108.21	$43.28	$137.54	$289.03

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 135 **% of** Labor Cost **.**

AECOM

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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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Sr. Architect I	$91.24	$36.49	$115.96	$243.70
Architect III	$74.26	$29.71	$94.39	$198.36
Architect II	$57.29	$22.92	$72.81	$153.02
Architect I	$40.31	$16.13	$51.24	$107.68
Sr. Landscape Architect	$99.72	$39.89	$126.75	$266.36
Landscape Architect	$65.78	$26.31	$83.60	$175.69
Arborist	$50.92	$20.37	$64.72	$136.02

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 135 **% of** Labor Cost **.**

IV. SUBMISSION DOCUMENTS

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
CEO/Creative Director	$85.00	$12.75	$25.50	$123.25
Director, Projects and Contracts	$55.00	$8.25	$16.50	$79.75
Director, Client Experience	$70.00	$10.50	$21.00	$101.50
Director, Creative and Strategy	$80.00	$12.00	$24.00	$116.00
Sr. Graphic Designer	$50.00	$7.50	$15.00	$72.50
Jr. Graphic Designer	$35.00	$5.25	$10.50	$50.75

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 30**% of** Hourly Salary Rate *(e.g., Director, Creative and Strategy – 30% of $80.00 = $24.00).*

IV. SUBMISSION DOCUMENTS

Exhibit A
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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Sr. Multimedia Designer	$60.00	$9.00	$18.00	$87.00
Videographer (including editing)	$210.00	$30.00	$60.00	$300.00
Photographer	$140.00	$20.00	$40.00	$200.00
Community Engagement Lead	$40.00	$6.00	$12.00	$58.00
Administrative Personnel	$30.00	$4.50	$9.00	$43.50

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 30**% of** Hourly Salary Rate *(e.g., Director, Creative and Strategy – 30% of $80.00 = $24.00).*

GOTECH

IV. SUBMISSION DOCUMENTS

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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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Professional Land Surveyor	$76.90	N/A	157.98% Overhead 15% Profit	$228.20
Survey Technician	$35.00	N/A	157.98% Overhead 15% Profit	$103.84
CADD Technician	$27.00	N/A	157.98% Overhead 15% Profit	$80.10
Survey Crew	$64.00	N/A	157.98% Overhead 15% Profit	$189.88

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as NA **% of** NA **.**

Final Rates will be negotiated with our Prime Consultant upon award.

IV. SUBMISSION DOCUMENTS

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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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Sr. Civil Engineer				$275.00
Sr. Civil Engineer I				$230.00
Civil Engineer Level III				$175.00
Engineering Technician				$115.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as N/A **% of** N/A **.**

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A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Principal	$115.60	N/A	$234.21	$350.00
Sr. Principal Engineer	$87.67	N/A	$177.33	$265.00
Principal Engineer	$82.71	N/A	$167.29	$250.00
Sr. Engineer	$72.78	N/A	$147.22	$220.00
Project Engineer I	$67.82	N/A	$137.18	$205.00
Project Engineer II	$61.20	N/A	$123.80	$185.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as N/A **% of** N/A **.**

IV. SUBMISSION DOCUMENTS

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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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Project Engineer III / Project Manager	$56.24	N/A	$113.76	$170.00
Project Engineer IV	$49.63	N/A	$100.37	$150.00
Project Engineer V	$44.66	N/A	$90.34	$135.00
Engineer Intern I	$41.35	N/A	$83.65	$125.00
Engineer Intern II	$34.74	N/A	$70.26	$105.00
Senior Technician	$43.01	N/A	$86.99	$130.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as N/A % of N/A.

IV. SUBMISSION DOCUMENTS

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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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Principal Designer	$61.20	N/A	$123.80	$185.00
Senior Designer	$49.63	N/A	$100.37	$150.00
Designer	$43.01	N/A	$86.99	$130.00
Senior Drafter	$39.70	N/A	$80.30	$120.00
Drafter	$34.74	N/A	$70.26	$105.00
Project Administrator	$38.05	N/A	$76.95	$115.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as N/A **% of** N/A

IV. SUBMISSION DOCUMENTS

Exhibit A
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 (on site)**	**E. Fully Loaded Hourly Rate (B + C + D)**
Principal/Supervisor Engineer				$250.00
Professional Engineer				$190.00
Engineer Intern/Graduate Engineer				$125.00
CADD Designer				$105.00
Technician				$65.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as __% of __N/A_____.

Final Rates will be negotiated with our Prime Consultant upon award.

IV. SUBMISSION DOCUMENTS

Exhibit A
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 (on site)**	**E. Fully Loaded Hourly Rate (B + C + D)**
Sr. Civil Engineer	$110.00		$239.00	$333.00
SUE Manager	$62.00		$135.00	$197.00
Sr. Technician	$37.00		$80.00	$117.00
SUE Crew – QL-C	$63.00		$137.00	$200.00
SUE Crew – QL-B *(This is level B locates and WHOLE DAY WILL BE CHARGED)*	$125.00		$275.00	$400.00
SUE Crew – QL-A *(This is potholing and requires Vac Truck. WHOLE DAY WILL BE CHARGED. Additional Direct Expense may be incurred and billed based on site conditions)*	$189.00		$411.00	$600.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as N/A **% of** **N/A**.

IV. SUBMISSION DOCUMENTS

Exhibit A
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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Strategic Federal Advisor	$190.00	$72.00	$36.00	$298.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as 12 **% of** $ 262 **.**

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IV. SUBMISSION DOCUMENTS

Exhibit A
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 (on site)	E. Fully Loaded Hourly Rate (B + C + D)
Principal-in-Charge/President	$86.54	$27.16	$126.30	$240.00
Sr. Engineer	$76.92	#17.75	%110.33	$205.00
Project Engineer	$60.10	$12.94	$111.96	$185.00
Civil Designer (EI)	$45.67	$11.15	$89.50	$145.00
Sr. CADD Drafter	$41.68	$11.15	$72.17	$125.00

Direct costs shall be reimbursed by the RTA at cost.

Annual escalation of Hourly Salary Rates shall not exceed 4%.

Note that all labor performed off-site (not at contractor's facilities) must be burdened with an off-site overhead rate. The off-site Hourly Overhead and Profit rate is calculated as NA **% of** NA **.**