2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board of Commissioners

Meeting Agenda - Final

Tuesday, July 29, 2025 **10:00 AM** **RTA Board Room**

The New Orleans Regional Transit Authority (RTA) hereby declares that, in accordance with La. R.S. 42:17.1 (A)(2)(a)-(c), a meeting will be held in person on Tuesday, July 29, 2025 at 10:00 a.m. Meetings start at the scheduled time, but may be delayed until a quorum of the Commissioners is present. The agency's website will stream the in-person meeting live, and wearing masks in the boardroom is optional.

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

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

1. Call to Order

2. Roll Call

3. Consideration of Meeting Minutes

[Board Meeting Minutes - June 24, 2025] **25-097**

4. Informational Reports

A. RTA Chairman’s Report

B. Operations & Administration Committee Chairman's Report

C. Finance Committee Chairman's Report

D. RTA General Counsel’s Report

E. RTA Chief Executive Officer's Report

F. Chief Transit Officer's Report

G. RTA Chief Financial Officer's Report

[May 2025 Financial Statements] 25-099

5. Full Discussion/Action Items

A. Authorizations

RTA’s Annual DBE Goal for Fiscal Years 2026-2028 25-072

Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance [2025-2026] 25-082

Cooperative Endeavor Agreement (CEA) between The University of New Orleans (UNO) and Regional Transit Authority (RTA) 25-083

TMSEL Board of Trustees Appointment 25-095

B. Procurements

Zero-Emission Bus Architectural and Engineering Services 25-086

Purchase of Replacement Modems for Streetcar 25-088

Mobile Application Contract Extension, Token Transit 25-090

Mobile Application Contract Extension, Moovit 25-091

Award contract to Landmark Consulting LLC to assist with the development and implementation of the Standard Operating Procedure (SOP) Project 25-096

C. Grants (Ratification)

FY25 Buses and Bus Facilities FTA Grant Application 25-078

6. New Business (UNANIMOUS VOTE REQUIRED TO CONSIDER)

7. Audience Questions and Comments

8. Executive Session (2/3RDS VOTE TO Consider)

BRC Construction Group, LLC v. RTA – CDC No.: 2024-03335

Mark A. Major v. New Orleans Regional Transit Authority, et al.; CDC# 2025-06065; Div "L"

9. Adjournment

[07.29.25 Board Meeting PowerPoint Presentation] **25-103**

File #: 25-097 **Board of Commissioners**

[Board Meeting Minutes - June 24, 2025]

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board of Commissioners

Meeting Minutes - Draft

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1. Call to Order

2. Roll Call

Commissioners Present: Commissioner Colin, Commissioner Daniels, Commissioner Guidry, Commissioner Neal, Commissioner Sams and Commissioner Walton

Commissioner Absent: Commissioner Moore

3. Consideration of Meeting Minutes

Commissioner Guidry moved and Commissioner Sams seconded to approve the Board Meeting Minutes of May 27, 2025. The motion was approved unanimously.

[Board Meeting Minutes - May 27, 2025] **25-080**

A motion was made by Commissioner Guidry, seconded by Commissioner Sams and approved. The motion carried by the following vote:

Aye: Commissioner Sams, Commissioner Colin, Commissioner Guidry, and Commissioner Moore

Aye: Commissioner Sams, Commissioner Colin, Commissioner Guidry, and Commissioner Moore

Absent:

Absent:

4. Reports

A. RTA Chairman’s Report

Commissioner Neal thanked the public for attending the meeting and the Board had great Committee Meetings. He stated that the RTA was working on getting real-time arrival times at the different bus shelter locations.

B. Operations & Administration Committee Chairman's Report

None.

C. Finance Committee Chairman's Report

None.

D. RTA General Counsel’s Report

Commissioner Daniels moved and Commissioner Sams seconded to add the following New Business to the agenda:

Davis vs Baptiste
Pollack vs RTA
Prospective Litigation

The motion was approved unanimously.

E. RTA Chief Executive Officer's Report

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

Report Highlights:
Employees of the Month for May were recognized.

New RTA Hire
Seandra Allen-Buchanan was introduced as the new Chief Human Resources Officer

Ratification of the Bus and Bus Facility Grant Application
To be ratified at the July Board meeting, the grant will be used to purchase 8 diesel buses and to update the RTA facilities and put air conditioning in the maintenance garages. The local match would come from the cash flow of the 5-Year Capital Improvement Program. Total project cost is $34M, federal portion is $27.2M and the local match is $6.8M.

Bus Wash Facility Repairs
The bus wash facility will be getting updated and staff will only be able to wash the outside of 4 vehicles a day. The inside of the buses will be maintained as usual. Commissioner Guidry commented that repairs to the facility should not interfere with the pullout of the buses.

House Bill 588
This was a clean up bill focused on language around the Advisory Committee that was created through previous legislation. The Bill is on the Governor's Desk for signature and the RTA did not receive any additional funding this session. Commissioner Daniels thanked the Legislators that assisted with the RTA's legislations.

Ferry Pilot Program
At the August 2025 Board meeting, the CEO will present ridership data.

F. Chief Transit Officer's Report

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

Report Highlights

Operations
The Chief Transit Officer stated that they are still operating a bus bridge on Route 105 and a bus bridge, bridges the gap for the service. A run cut is eliminating a particular trip. The Extra Board consists of 11 operators for streetcars and 20 and these 20 operators are not sufficient enough to manage the bus service.

On-Time Performance (OTP)
Commissioner Daniels commented that On-Time Performance numbers do not match what the riders are experiencing. The CEO stated that staff were working on putting real life practicality to the schedule to make sure that the customer experience is better. As a policy Board it is their responsibility to get the correct information to service the public.

The Board requested an update on the Paratransit On-Time Performance. The Chief Transit Officer stated that the timeline to hire a Director of Paratransit is within the next 3 weeks. He stated that there is a person on staff that examines the data submitted by Paratransit and points out the inconsistency of the data.

RTA Rider
The CTO informed the Board of operator issues with a regular bus rider who is unhoused. He stated that operators recognize that transportation is a lifeline for some riders and do strive to go beyond the call of duty.

G. RTA Chief Financial Officer's Report

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

The CEO stated that there will be changes in international travel that may affect sales tax and Commissioner Colin asked staff to monitor that very closely.

The Chief Financial Officer reported that there is a National Fuel Index that staff use for diesel prices and staff look at this information monthly.

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

Enactment No: N/A

5. Consent Agenda

Commissioner Daniels moved and Commissioner Walton seconded to adopt the Consent Agenda. Resolution No. 25-032 was adopted unanimously.

A motion was made by Neal and adopted. The motion carried by the following vote:

Aye: Commissioner Sams, Commissioner Colin, Commissioner Guidry, Commissioner Daniels, Vice-Chairman Walton, and Chairperson Neal

Absent:

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

Commissioner Guidry stated that all the necessary procurement documents were not in the packet. The CEO stated that this was an RFQ and the law prevents staff from awarding a contract based on fees.

Commissioner Daniels moved and Commissioner Walton seconded to adopt the Award for Climate Adaptive Transit Shelter Design. Resolution No. 25-032 was adopted unanimously.

This Resolutionwas approved.

Enactment No: 25-032

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

Commissioner Guidry stated that he has concerns with this procurement regarding the Fare Collection System Upgrade Consultant and why no one from Safety and Scheduling was on the evaluation team for this project. He stated

that the current farebox system has all the necessary features that the RTA needs but are currently not being used.

The CEO stated that all the necessary departments have been part of the selection committee to assist the consultant with the modernization of the farebox system.

Commissioner Neal stated that these were all contract awards and would like to proceed with these awards. These awards are for services not for a particular product.

Commissioner Colin stated that when the Commissioner receives information from a third party this information should be brought to staff so they can respond accordingly.

Commissioner Daniels moved and Commissioner Walton seconded to adopt the Fare Collection System Upgrade Consultant. Resolution No. 25-033 was adopted unanimously.

This Resolutionwas approved.

Enactment No: 25-033

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

Commissioner Daniels moved and Commissioner Walton seconded to adopt CY 2024 Louisiana Compliance Questionnaire. Resolution 25-034 was adopted unanimously.

This Resolutionwas approved.

Enactment No: 25-034

6. Authorizations

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

Commissioner Walton moved and Commissioner Colon seconded to adopt the award of a contract for the Streetcar System Modernization Master Plan. Resolution No. 25-035 was adopted unanimously.

This Resolutionwas approved.

Enactment No: 25-035

Cooperative Endeavor Agreement Between the Louisiana Department of Treasury and the Regional Transit Authority for reimbursement of 2024 drydock costs for the Thomas Jefferson ferry **25-079**

Commissioner Walton thanked the entire New Orleans Delegation for their work in Baton Rouge.

Commissioner Daniels moved and Commissioner Sams seconded to adopt the CEA Between the Louisiana Department of Treasury and the RTA for reimbursement of 2024 Drydock Costs for the Thomas Jefferson Ferry. Resolution No. 25-036 was adopted unanimously.

A motion was made by, seconded by Commissioner Sams and adopted. The motion carried by the following vote:

Aye: Commissioner Sams, Commissioner Colin, Commissioner Guidry, Commissioner Daniels, and Chairperson Neal

Absent: Vice-Chairman Walton

Enactment No: 25-036

7. New Business (UNANIMOUS VOTE REQUIRED TO CONSIDER)

None.

8. Audience Questions and Comments

Ms. Jasmine started a YouTube Channel to record the Operators behaviors toward her and she would like to talk to our Community Engagement Officer to voice her concerns.

Commissioner Daniels requested a report from staff on how they are connecting with the public regarding their complaints and commendations.

9. Executive Session (2/3RDS VOTE TO Consider)

Meeting went into Recess

Meeting Reconvened
A motion was made by Commissioner Sams, seconded by Commissioner Colin and approved. The motion carried by the following vote:

Aye: Commissioner Sams, Commissioner Colin, Commissioner Guidry, Commissioner Daniels, and Chairperson Neal

Absent: Vice-Chairman Walton

[06.24.25 Board Meeting PowerPoint Presentation] **25-087**

10. Adjournment

A motion was made by Commissioner Guidry and adjourned. The motion carried by the following vote:

Aye: Commissioner Sams, Commissioner Colin, Commissioner Guidry, Commissioner Daniels, and Chairperson Neal

Absent: Vice-Chairman Walton

File #: 25-099 **Board of Commissioners**

[May 2025 Financial Statements]

May 2025
Analysis of Financials

Budget	Actuals	Variances Amount	%age	Explanation of Variance
Passenger Revenue				
4,961,015	4,353,097	(607,918)	(12.3%)	Passenger Fares were 12.3% ($608K) under projections through May while ridership was 12.5% (828K) under budget.
Sales Tax				
45,813,800	47,714,762	1,900,962	4.1%	Sales tax collections are 4.1% above projections through May.
Labor				
28,525,280	28,307,144	218,136	0.8%	Labor is $218K (0.8%) under budget through May.
Fringe Benefits				
9,467,675	8,506,190	961,485	10.2%	Fringe Benefits are 10.2% ($961K) under projections through May.
Services				
7,982,620	4,110,615	3,872,005	48.5%	Most Service line items are well under budget through May. Professional/Technical Services (legal fees, consultants, other outside services, etc.), Contract Maintenance Services and Private Security are the main contributors to these shortfalls.
Materials and Supplies				
5,920,210	4,195,308	1,724,902	29.1%	Diesel fuel prices for the month of May were budgeted at $3.55/gal. (excl. $0.21/gal. tax). Actual diesel fuel prices for May averaged $2.08/gal. (before taxes), which was $1.47/gal. under budget and $0.07 below the average price for April. Diesel fuel consumption for May was 41,978 gallons under budget.
Taxes				
177,515	75,796	101,719	57.3%	All taxes were under budget through May.
Miscellaneous Expenses				
420,085	257,104	162,981	38.8%	Miscellaneous expenses, including travel and other miscellaneous, were 38.8% under budget through May.

CONSOLIDATED INCOME STATEMENT
BUDGET TO ACTUAL COMPARISON
May 31, 2025
Unaudited

	Current Month Budget	Actual	$ Var.	%Var.	Year to Date Budget	Actual	$ Var.	%Var.	CY2025 Budget
Operating Revenues									
Passenger Fares	992,203	884,173	(108,030)	(10.89%)	4,961,015	4,353,097	(607,918)	(12.25%)	11,906,432
General Use Sales Tax	7,676,539	7,035,668	(640,871)	(8.35%)	38,382,695	40,794,644	2,411,949	6.28%	92,118,471
State Motor Vehicle Sales Tax	635,906	673,786	37,880	5.96%	3,179,530	2,618,074	(561,456)	(17.66%)	7,630,875
Hotel/Motel Sales Tax	850,315	408,085	(442,230)	(52.01%)	4,251,575	4,302,044	50,469	1.19%	10,203,780
Other Revenue	221,190	183,541	(37,649)	(17.02%)	1,105,950	1,043,597	(62,353)	(5.64%)	2,654,281
Total Operating Revenues	**10,376,153**	**9,185,253**	**(1,190,900)**	**(11.48%)**	**51,880,765**	**53,111,456**	**1,230,691**	**2.37%**	**124,513,839**
Operating Expenses									
Labor	5,705,056	8,061,739	(2,356,683)	(41.31%)	28,525,280	28,307,144	218,136	0.76%	68,460,671
Fringe Benefits	1,893,535	1,498,472	395,063	20.86%	9,467,675	8,506,190	961,485	10.16%	22,722,422
Services	1,596,524	1,115,351	481,173	30.14%	7,982,620	4,110,615	3,872,005	48.51%	19,158,293
Materials and Supplies	1,184,042	815,308	368,734	31.14%	5,920,210	4,195,308	1,724,902	29.14%	14,208,507
Utilities	144,208	150,346	(6,138)	(4.26%)	721,040	661,775	59,265	8.22%	1,730,500
Casualty & Liability	986,667	877,454	109,213	11.07%	4,933,335	4,268,045	665,290	13.49%	11,840,000
Taxes	35,503	8,239	27,264	76.79%	177,515	75,796	101,719	57.30%	426,030
Miscellaneous	84,017	76,597	7,420	8.83%	420,085	257,104	162,981	38.80%	1,008,205
Leases and Rentals	20,000	35,840	(15,840)	(79.20%)	100,000	102,629	(2,629)	(2.63%)	240,000
Total Oper. Exp. (excl. Depr.)	**11,649,552**	**12,639,346**	**(989,794)**	**(8.50%)**	**58,247,760**	**50,484,606**	**7,763,154**	**13.33%**	**139,794,628**
Net Operating Revenue	**(1,273,399)**	**(3,454,093)**	**(2,180,694)**	**171.25%**	**(6,366,995)**	**2,626,850**	**8,993,845**	**(141.26%)**	**(15,280,789)**
TMSEL Legacy Costs									
TMSEL Pension Costs	0	0	0	0.00%	0	0	0	0.00%	0
TMSEL Health Benefit Costs	92,944	4,285	88,659	95.39%	464,720	493,426	(28,706)	(6.18%)	1,115,331
TMSEL All Other Costs	33,750	211,609	(177,859)	(526.99%)	168,750	834,452	(665,702)	(394.49%)	405,000
Total TMSEL Legacy Costs	**126,694**	**215,894**	**(89,200)**	**(70.41%)**	**633,470**	**1,327,878**	**(694,408)**	**(109.62%)**	**1,520,331**
Net Rev. (Before Gov't. Asst.)	**(1,400,093)**	**(3,669,987)**	**(2,269,894)**	**162.12%**	**(7,000,465)**	**1,298,972**	**8,299,437**	**(118.56%)**	**(16,801,120)**
Maritime Operations									
Passenger Fares	92,207	62,861	(29,346)	(31.83%)	461,035	353,896	(107,139)	(23.24%)	1,106,479
Labor and Fringe Benefits	(23,873)	(28,981)	5,108	(21.40%)	(119,365)	(116,556)	(2,809)	2.35%	(286,480)
Services	(81,554)	0	(81,554)	100.00%	(407,770)	(29,818)	(377,952)	92.69%	(978,652)
Materials and Supplies	(45,433)	(8,459)	(36,974)	81.38%	(227,165)	(33,045)	(194,120)	85.45%	(545,198)
Taxes	(544)	(427)	(117)	21.51%	(2,720)	(1,381)	(1,339)	49.24%	(6,522)
Purchased Transportation	(1,028,806)	(1,031,054)	2,248	(0.22%)	(5,144,030)	(4,593,573)	(550,457)	10.70%	(12,345,667)
Other Operating Expenses	(44,281)	(165)	(44,116)	99.63%	(221,405)	(439)	(220,966)	99.80%	(531,372)
Preventive Maintenance	52,036	50,521	(1,515)	(2.91%)	260,180	252,605	(7,575)	(2.91%)	624,438
LA State Appropriations	250,000	0	(250,000)	(100.00%)	1,250,000	0	(1,250,000)	(100.00%)	3,000,000
State Subsidy	428,333	428,333	0	0.00%	2,141,665	2,141,665	0	0.00%	5,140,000
Total Maritime Operations	**(401,915)**	**(527,371)**	**125,456**	**(100.00%)**	**(2,009,575)**	**(2,026,647)**	**17,072**	**(100.00%)**	**(4,822,974)**
Government Operating Assistance									
Preventive Maintenance	1,672,860	1,587,525	(85,335)	(5.10%)	8,364,300	7,937,625	(426,675)	(5.10%)	20,074,324
State Parish Transportation	191,015	156,111	(34,904)	(18.27%)	955,075	793,808	(161,267)	(16.89%)	2,292,180
FEMA Reimbursements	478,852	98	(478,754)	(99.98%)	2,394,260	44,130	(2,350,130)	(98.16%)	5,746,226
Total Government Oper. Asst.	**2,342,727**	**1,743,734**	**(598,993)**	**(25.57%)**	**11,713,635**	**8,775,563**	**(2,938,072)**	**(25.08%)**	**28,112,730**
Net Revenue (After Gov't. Asst.)	**540,719**	**(2,453,624)**	**(2,743,431)**	**(507.37%)**	**2,703,595**	**8,047,888**	**5,378,436**	**198.94%**	**6,488,636**

CONSOLIDATED INCOME STATEMENT
BUDGET TO ACTUAL COMPARISON
May 31, 2025
Unaudited

	Current Month				Year to Date				
	Budget	Actual	$ Var.	%Var.	Budget	Actual	$ Var.	%Var.	
Net Revenue (After Gov't. Asst.)	**540,719**	**(2,453,624)**	**(2,743,431)**	**-507.37%**	**2,703,595**	**8,047,888**	**5,378,436**	**198.94%**	**6,488,636**
Government Non-Operating Rev. (Exp.)									
Federal - Capital (RTA)	2,690,160	430,637	(2,259,523)	(83.99%)	13,450,800	3,733,430	(9,717,370)	(72.24%)	32,281,920
Local - Capital (RTA)	1,141,840	220,909	(920,931)	(80.65%)	5,709,200	1,046,608	(4,662,592)	(81.67%)	13,702,078
Capital Expenditures (RTA)	(3,832,000)	(548,969)	3,283,031	(85.67%)	(19,160,000)	(4,677,461)	14,482,539	(75.59%)	(45,983,998)
Total Federal and State Sources (Ferry)	1,126,534	0	(1,126,534)	(100.00%)	5,632,670	9,661			
Other Local Sources/Restricted Capital Res. (Ferry)	317,238	0	(317,238)	(100.00%)	1,586,190	2,415	(1,583,775)	(99.85%)	13,518,414
Capital Expenses (Ferry)	(1,443,772)	(102,577)	(1,341,195)	92.90%	(7,218,860)	(118,550)	7,100,310	(98.36%)	3,806,854
Loss on Valuation of Assets	0	0	0	0.00%	0	0	0	0.00%	0
Total Gov't. Non-Operating Rev. (Exp.)	**0**	**0**	**0**	**0.00%**	**0**	**(3,897)**	**(3,897)**	**0.00%**	**17,325,268**
Total Revenues (Expenses) Before Capital Expenditures and Debt	**540,719**	**(2,453,624)**	**(2,994,343)**	**(553.77%)**	**2,703,595**	**8,043,991**	**5,340,396**	**197.53%**	**23,813,904**
Capital Expenditures									
Interest Income - Capital (bonds)	1,147	24,940	23,793	2074.37%	5,735	127,375	121,640	100.00%	13,764
Other Interest Income	130,092	75,669	(54,423)	(41.83%)	650,460	290,547	(359,913)	(55.33%)	1,561,100
Debt Service	(671,958)	(167,209)	504,749	75.12%	(3,359,790)	(5,875,181)	(2,515,391)	(74.87%)	(8,063,500)
Total Capital Expenditures	**(540,719)**	**(66,600)**	**474,119**	**87.68%**	**(2,703,595)**	**(5,457,259)**	**(2,753,664)**	**(101.85%)**	**(6,488,638)**
Net Revenue less Capital Expenditures & Principal on Long Term Debt	**0**	**(2,520,224)**	**(2,520,224)**	**100.00%**	**0**	**2,586,732**	**2,586,732**	**100.00%**	**17,325,266**
Other Funding Sources									
Restricted Oper. / Capital Reserve	0	2,520,224	(2,520,224)	(100.00%)	0	(2,586,732)	2,586,732	(100.00%)	0
Total Other Funding	**0**	**2,520,224**	**(2,520,224)**	**(100.00%)**	**0**	**(2,586,732)**	**2,586,732**	**(100.00%)**	**0**
Net Revenue / Expense	**0**	**0**	**0**	**0.00%**	**0**	**0**	**0**	**0.00%**	**17,325,266**
Depreciation - Local	378,071	436,013	(57,942)	(15.33%)	1,890,353	1,948,295	(57,942)	(3.07%)	4,536,847
Depreciation - Federal	1,512,282	1,744,053	(231,771)	(15.33%)	7,561,412	7,793,183	(231,771)	(3.07%)	18,147,389
Total Depreciation	**1,890,353**	**2,180,066**	**(289,713)**	**15.33%**	**9,451,765**	**9,741,478**	**(289,713)**	**(3.07%)**	**22,684,236**

CONSOLIDATED INCOME STATEMENT
ACTUAL TO ACTUAL COMPARISON
May 31, 2025
Unaudited

	Current Month				Year to Date			
	Prior Yr.	Current Yr.	$ Var.	%Var.	Prior Yr.	Current Yr.	$ Var.	%Var.
Operating Revenues								
Passenger Fares	856,354	884,173	27,819	3.25%	4,666,067	4,353,097	(312,970)	(6.71%)
General Use Sales Tax	7,585,066	7,035,668	(549,398)	(7.24%)	38,258,773	40,794,644	2,535,871	6.63%
State Motor Vehicle Sales Tax	559,150	673,786	114,636	20.50%	2,547,599	2,618,074	70,475	2.77%
Hotel/Motel Sales Tax	903,253	408,085	(495,168)	(54.82%)	6,097,154	4,302,044	(1,795,110)	(29.44%)
Other Revenue	161,179	183,541	22,362	13.87%	883,434	1,043,597	160,163	18.13%
Total Operating Revenues	**10,065,002**	**9,185,253**	**(879,749)**	**(8.74%)**	**52,453,027**	**53,111,456**	**658,429**	**1.26%**
Operating Expenses								
Labor	4,797,183	8,061,739	(3,264,556)	(68.05%)	23,745,815	28,307,144	(4,561,329)	(19.21%)
Fringe Benefits	1,623,215	1,498,472	124,743	7.68%	8,034,983	8,506,190	(471,207)	(5.86%)
Services	1,024,087	1,115,351	(91,264)	(8.91%)	3,721,996	4,110,615	(388,619)	(10.44%)
Materials and Supplies	1,119,179	815,308	303,871	27.15%	4,834,197	4,195,308	638,889	13.22%
Utilities	71,555	150,346	(78,791)	(110.11%)	743,772	661,775	81,997	11.02%
Casualty & Liability	759,083	877,454	(118,371)	(15.59%)	3,882,229	4,268,045	(385,816)	(9.94%)
Taxes	42,600	8,239	34,361	80.66%	166,689	75,796	90,893	54.53%
Miscellaneous	32,806	76,597	(43,791)	(133.48%)	150,642	257,104	(106,462)	(70.67%)
Leases and Rentals	10,690	35,840	10,690	100.00%	67,912	102,629	(34,717)	(51.12%)
Total Oper. Exp. (excl. Depr.)	**9,480,398**	**12,639,346**	**(3,123,108)**	**(32.94%)**	**45,348,235**	**50,484,606**	**(5,136,371)**	**(11.33%)**
Net Operating Revenue	**584,604**	**(3,454,093)**	**(4,038,697)**	**(690.84%)**	**7,104,792**	**2,626,850**	**(4,477,942)**	**(63.03%)**
TMSEL Legacy Costs								
TMSEL Pension Costs	0	0	0	0.00%	0	0	0	0.00%
TMSEL Health Benefit Costs	75,760	4,285	(71,475)	(94.34%)	514,884	493,426	(21,457)	(4.17%)
TMSEL All Other Costs	88,994	211,609	122,615	137.78%	779,686	834,452	54,766	7.02%
Total TMSEL Legacy Costs	**164,754**	**215,894**	**51,140**	**31.04%**	**1,294,569**	**1,327,878**	**33,309**	**2.57%**
Net Rev. (Before Gov't. Asst.)	**419,850**	**(3,669,987)**	**(4,089,837)**	**(974.12%)**	**5,810,223**	**1,298,972**	**(4,511,251)**	**(77.64%)**
Maritime Operations								
Passenger Fares	65,042	62,861	(2,181)	(3.35%)	538,205	353,896	(184,309)	(34.25%)
Labor and Fringe Benefits	(45,036)	(28,981)	16,055	(35.65%)	(309,156)	(116,556)	192,601	(62.30%)
Services	(6,679)	0	6,679	(100.00%)	(2,794,093)	(29,818)	2,764,275	(98.93%)
Materials and Supplies	(69,260)	(8,459)	60,801	(87.79%)	(301,661)	(33,045)	268,616	(89.05%)
Taxes	(352)	(427)	(75)	21.35%	(3,133)	(1,381)	1,752	100.00%
Purchased Transportation	(971,550)	(1,031,054)	(59,504)	6.12%	(3,164,138)	(4,593,573)	(1,429,435)	45.18%
Other Operating Expenses	(728)	(165)	563	(77.34%)	(1,231)	(439)	791	(64.29%)
Preventive Maintenance	48,985	50,521	1,536	3.14%	196,910	252,605	55,695	28.28%
LA State Appropriations	428,333	0	(428,333)	0.00%	2,141,665	0	(2,141,665)	100.00%
State Subsidy	833,333	428,333	(405,000)	(48.60%)	4,166,665	2,141,665	(2,025,000)	(48.60%)
Total Maritime Operations	**282,088**	**(527,371)**	**(809,459)**	**(286.95%)**	**470,032**	**(2,026,647)**	**(2,496,679)**	**(531.17%)**
Government Operating Assistance								
Preventive Maintenance	1,261,245	1,587,525	326,280	25.87%	6,248,476	7,937,625	1,689,149	27.03%
State Parish Transportation	92,817	156,111	63,294	68.19%	579,906	793,808	213,902	36.89%
FEMA Reimbursements	0	98	98	0.00%	0	44,130	44,130	0.00%
Total Government Oper. Asst.	**1,354,062**	**1,743,734**	**389,672**	**28.78%**	**6,828,382**	**8,775,563**	**1,947,181**	**28.52%**
Net Revenue (After Gov't. Asst.)	**2,056,000**	**(2,453,624)**	**(4,509,624)**	**(219.34%)**	**13,108,637**	**8,047,888**	**(5,060,749)**	**(38.61%)**

CONSOLIDATED INCOME STATEMENT
ACTUAL TO ACTUAL COMPARISON
May 31, 2025
Unaudited

	Current Month				Year to Date			
	Prior Yr.	Current Yr.	$ Var.	%Var.	Prior Yr.	Current Yr.	$ Var.	%Var.
Net Revenue (After Gov't. Asst.)	**2,056,000**	**(2,453,624)**	**(4,509,624)**	**-219.34%**	**13,108,637**	**8,047,888**	**(5,060,749)**	**-38.61%**
Government Non-Operating Rev. (Exp.)								
Federal - Capital (RTA)	3,606,997	430,637	(3,176,360)	(88.06%)	9,239,418	3,733,430	(5,505,988)	(59.59%)
Local - Capital (RTA)	901,749	220,909	(680,840)	(75.50%)	4,027,147	1,046,608	(2,980,539)	(74.01%)
Capital Expenditures (RTA)	(4,508,746)	(548,969)	3,959,777	(87.82%)	(13,266,566)	(4,677,461)	8,589,105	(64.74%)
Total Federal and State Sources (Ferry)	66,667	0	(66,667)	(100.00%)	850,568	9,661	(840,907)	(98.86%)
Other Local Sources/Restricted Cap. Res. (Ferry)	(83,333)	0	83,333	(100.00%)	(1,063,210)	2,415	1,065,625	(100.23%)
Capital Expenses (Ferry)	0	(102,577)	(102,577)	#DIV/0!	0	(118,550)	(118,550)	#DIV/0!
Loss on Valuation of Assets	0		0	0.00%	0	0	0	0.00%
Total Gov't. Non-Operating Rev. (Exp.)	**(16,667)**	**0**	**16,667**	**(100.00%)**	**(212,642)**	**(3,897)**	**208,745**	**(98.17%)**
Total Revenues (Expenses) Before Capital Expenditures and Debt	**2,039,333**	**(2,453,624)**	**(4,492,957)**	**(220.32%)**	**12,895,995**	**8,043,991**	**(4,852,004)**	**(37.62%)**
Capital Expenditures								
Bond Interest Income	11,905	24,940	13,035	109.49%	59,525	127,375	67,850	113.99%
Other Interest Income	54,234	75,669	21,435	39.52%	271,168	290,547	(19,379)	(7.15%)
Debt Service	(559,725)	(167,209)	392,516	(70.13%)	(2,798,625)	(5,875,181)	3,076,556	(109.93%)
Total Capital Expenditures	**(493,586)**	**(66,600)**	**426,986**	**(86.51%)**	**(2,467,932)**	**(5,457,259)**	**(2,989,327)**	**121.13%**
Net Revenue less Capital Expenditures & Principal on Long Term Debt	**1,545,746**	**(2,520,224)**	**(4,065,970)**	**263.04%**	**10,428,063**	**2,586,732**	**(7,841,330)**	**75.19%**
Other Funding Sources								
Restricted Oper. / Capital Reserve	(1,545,746)	2,520,224	4,065,970	(263.04%)	(10,428,063)	(2,586,732)	7,841,330	(75.19%)
Total Other Funding	**(1,545,746)**	**2,520,224**	**4,065,970**	**(263.04%)**	**(10,428,063)**	**(2,586,732)**	**7,841,330**	**(75.19%)**
Net Revenue / Expense	**0**	**0**	**0**	**0.00%**	**0**	**0**	**0**	**0.00%**
Depreciation - Local	350,223	436,013	(85,790)	(24.50%)	1,772,139	1,948,295	(176,156)	(9.94%)
Depreciation - Federal	1,400,893	1,744,053	(343,160)	(24.50%)	7,088,557	7,793,183	(704,626)	(9.94%)
Total Depreciation Expense	**1,751,116**	**2,180,066**	**(428,950)**	**(24.50%)**	**8,860,696**	**9,741,478**	**(880,782)**	**(9.94%)**

Regional Transit Authority
Financial Performance Indicators
May 31, 2025
(Excludes Ferry Operations)

	Company-wide		Fixed Route Bus		Streetcar		Paratransit	
	Current Mo.	Year-to-date	Current Mo.	Year-to-date	Current Mo.	Year-to-date	Current Mo.	Year-to-date
Ridership (Unlinked Trips)	1,216,592	5,778,221	979,966	4,578,275	217,796	1,111,861	18,830	88,085
Total Platform Hours	68,694	325,295	44,770	212,153	12,509	58,292	11,414	54,850
Passenger Revenue	929,094	4,398,018	591,788	2,889,408	306,045	1,371,031	31,262	137,579
Operating Expenses	12,639,346	50,484,606	8,215,575	32,814,994	2,527,869	10,096,921	1,895,902	7,572,691
Operating Cost Per Platform Hour	184.00	155.20	183.51	154.68	202.08	173.21	166.10	138.06
Annual Budgeted Cost Per Platform Hour		157.98		141.93		188.32		143.69
Farebox Recovery Rate	7.35%	8.71%	7.20%	8.81%	12.11%	13.58%	1.65%	1.82%
Operating Cost Per Unlinked Trip	10.39	8.74	8.38	7.17	11.61	9.08	100.69	85.97
Passenger Revenue Per Unlinked Trip	0.76	0.76	0.60	0.63	1.41	1.23	1.66	1.56
Subsidy per Unlinked Trip	9.63	7.98	7.78	6.54	10.20	7.85	99.03	84.41

Regional Transit Authority
Financial Performance Indicators
Current to Prior Year Comparison

REPORT FOR THE MONTH

	Company-wide			Fixed Route Bus			Streetcar			Paratransit		
	For the Month Ended May 31			For the Month Ended May 31			For the Month Ended May 31			For the Month Ended May 31		
	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance
Ridership (Unlinked Trips)	1,216,592	1,213,508	3,084	979,966	830,542	149,424	217,796	362,010	(144,214)	18,830	20,956	(2,126)
Total Platform Hours	68,694	67,222	1,471	44,770	41,393	3,377	12,509	12,489	20	11,414	13,340	(1,926)
Passenger Revenue	929,094	843,511	85,583	591,788	527,041	64,746	306,045	290,617	15,427	31,262	25,852	5,410
Operating Expenses	12,639,346	9,292,771	3,346,575	8,215,575	6,040,301	2,175,274	2,527,869	1,858,554	669,315	1,895,902	1,393,916	501,986
Operating Cost Per Platform Hour	184.00	138.24	45.76	183.51	145.92	37.59	202.08	148.82	53.26	166.10	104.49	61.61
Annual Budgeted Cost Per Plat. Hour	157.98	125.53	32.45	141.93	122.90	19.03	188.32	156.48	31.84	143.69	108.21	35.48
Farebox Recovery Rate	7.35%	9.08%	-1.73%	7.20%	8.73%	-1.52%	12.11%	15.64%	-3.53%	1.65%	1.85%	-0.21%
Operating Cost Per Unlinked Trip	10.39	7.66	2.73	8.38	7.27	1.11	11.61	5.13	6.48	100.69	66.52	34.17
Passenger Revenue Per Unlinked Trip	0.76	0.70	0.06	0.60	0.63	(0.03)	1.41	0.80	0.61	1.66	1.23	0.43
Subsidy per Unlinked Trip	9.63	6.96	2.67	7.78	6.64	1.14	10.20	4.33	5.87	99.03	65.29	33.74

Regional Transit Authority
Financial Performance Indicators
Current to Prior Year Comparison

YEAR-TO-DATE REPORT

	Company-wide			Fixed Route Bus			Streetcar			Paratransit		
	For 5 Months Ending May 31,			For 5 Months Ending May 31,			For 5 Months Ending May 31,			For 5 Months Ending May 31,		
	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance	2025	2024	Variance
Ridership (Unlinked Trips)	5,778,221	5,472,893	305,328	4,578,275	3,810,636	767,639	1,111,861	1,564,324	(452,463)	88,085	97,933	(9,848)
Total Platform Hours	325,295	339,616	(14,321)	212,153	209,237	2,916	58,292	59,826	(1,534)	54,850	70,552	(15,702)
Passenger Revenue	4,398,018	4,217,556	180,463	2,889,408	2,656,471	232,936	1,371,031	1,431,823	(60,791)	137,579	129,262	8,317
Operating Expenses	50,484,606	45,160,609	5,323,996	32,814,994	33,252,003	(437,009)	10,096,921	6,636,373	3,460,548	7,572,691	5,272,234	2,300,457
Operating Cost Per Platform Hour	155.20	132.98	22.22	154.68	158.92	(4.24)	173.21	110.93	62.28	138.06	74.73	63.33
Annual Budgeted Cost Per Plat. Hour	157.98	125.53	32.45	141.93	122.90	19.03	188.32	156.48	31.84	143.69	108.21	35.48
Farebox Recovery Rate	8.71%	9.34%	-0.63%	8.81%	7.99%	0.82%	13.58%	21.58%	-8.00%	1.82%	2.45%	-0.63%
Operating Cost Per Unlinked Trip	8.74	8.25	0.49	7.17	8.73	(1.56)	9.08	4.24	4.84	85.97	53.84	32.13
Passenger Revenue Per Unlinked Trip	0.76	0.77	(0.01)	0.63	0.70	(0.07)	1.23	0.92	0.31	1.56	1.32	0.24
Subsidy per Unlinked Trip	7.98	7.48	0.50	6.54	8.03	(1.49)	7.85	3.32	4.53	84.41	52.52	31.89

File #: 25-072 **Board of Commissioners**

RTA's Annual DBE Goal for Fiscal Years 2026-2028

DESCRIPTION: Disadvantaged Business Enterprise Goal for Fiscal Years 2026-2028	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to implement the Disadvantaged Business Enterprise Goal of 34% for Fiscal Years 2026-2028 as it is a requirement of the Federal Transit Administration (FTA) and obtain board approval.

ISSUE/BACKGROUND:

Formal Board approval of the Disadvantaged Business Enterprise Goal for Fiscal Years 2026-2028 is required by the Federal Transit Administration (FTA) under 49 CFR Part 26.

It is required that overall goals must be based on demonstrable evidence of the availability of ready, willing, and able DBEs relative to all businesses ready, willing, and able to participate on your DOT-assisted contracts. The goal must reflect the determination of the level of DBE participation you would expect absent the effects of discrimination.

Staff is recommending that the Board of Commissioners approve the Disadvantaged Business Enterprise Goal of 34% for Fiscal Years 2026-2028.

DISCUSSION:

In keeping with the requirements of 49 C.F.R. Part 26, an Overall DBE goal has been developed for DBE participation in DOT-assisted contracting by the Regional Transit Authority (RTA) of New Orleans during Fiscal Year 2026 through the Fiscal Year 2028. The RTA receives funding from the Federal Transit Administration (FTA) of the U.S. Department of Transportation (USDOT). The RTAs recommended overall DBE goal for 2026-2028 is 34% of the federal financial assistance we will expend in FTA-assisted contracts, exclusive of FTA funds to be used for the purchase of transit vehicles.

This goal identifies the relative availability of DBEs based on evidence of ready, willing, and able DBEs in relationship to all comparable businesses which are known to be available to compete in the RTAs FTA assisted contracts. The overall DBE goal reflects the staff's determination of the level of DBE participation which would be expected absent the effects of discrimination.

The RTA estimates that, in meeting its overall goal of 34%, it will obtain 24% from race conscious participation and 10% through race neutral measures.

OVERALL DBE GOAL METHODOLOGY

FTA assisted contracting for Fiscal Years 2026-2028 is expected to consist of ten construction projects as detailed in **Table 1**. Total dollars per major project budgeted for FY 2026-2028 are listed in **Table 1**. Additional projects may be undertaken if additional revenue becomes available. The overall DBE goal will be adjusted if necessary.

TABLE 1

Project	Amount	Weight	
Downtown Transit Center	$33,028,916	0.159728192	
Carrollton Double Crossover	$2,800,000	0.013540830	
Algiers Ferry Building Renovation	$9,689,536	0.046858700	
BRT East-West Bank Corridor	$95,912,937	0.463835992	
UPT Admin Office Renovation	$5,000,000	0.024180054	
Algiers Ferry Barges Replacement	$13,670,151	0.066108997	
St Charles Downtown Loop - Phase 4	$12,500,000	0.060450134	
Zero-Emission, Resilient	$13,586,879	0.065706293	0.033202386
All Stops Accessible Program - St	$6,865,656	0.066388422	**100**
Charles Mobility Hubs, Phase 1	$13,727,931		
Total DOT Assisted Contracts	**$206,782,006**		

In order to obtain an accurate count of ready, willing, and able DBEs, each project was examined and its “scope of services” were detailed for the purpose of defining the type of work and skill-sets necessary to complete the scheduled work. Each work type was assigned a six-digit North American Industry Classification System (NAICS) Code. NAICS was developed jointly by the U.S., Canada, and Mexico to provide new comparability in statistics about business activity across North America. After establishing NAICS codes, contracting dollars were estimated for each work type on a project basis. **Tables 2 through 11** below illustrate the contract estimates and the NAICS breakdown for each project.

TABLE 2 DOWNTOWN TRANSIT CENTER

NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238210	Electrical	34	207	0.164251208
237310	Traffic	26	35	0.742857143
238110	Concrete/Earthwork	25	29	0.862068965
541310	Architectural	17	106	0.160377358
238120	Structural	11	12	0.916666667
238910	Demolition	40	49	0.816326530
237130	Utilities	3	15	0.2
561730	Landscaping	28	168	0.166666667
237110	Plumbing	16	16	1
238220	HVAC	27	347	0.077809798

238290	Elevator Installation	4	24	0.166666667
		231	1008	5.273691003

TABLE 3 CARROLLTON DOUBLE CROSSOVER

NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
237310	Traffic	26	35	0.742857143
238110	Concrete/Earthwork	25	29	0.862068965
561730	Landscaping	28	168	0.166666667
238210	Electrical	34	207	0.164251208
237990	Rail	12	28	0.428571428
237130	Utilities	3	15	0.2
		168	531	3.380741941

TABLE 4 UPT ADMIN OFFICE RENOVATION

NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
238210	Electrical	34	207	0.164251208
237110	Plumbing	16	16	1
237130	Utilities	3	15	0.2
238220	HVAC	27	347	0.077809798
		120	634	2.258387536

TABLE 5 ALGIERS FERRY BARGE REPLACEMENT

NAICS	WORK CATEGORIES	*Number of	All Firms	Relative Availa
238210	Electrical	34	207	0.164251208
237990	Marine	12	28	0.428571428
332999	Barge Fabrication	2	5	0.4
		48	240	0.992822636

TABLE 6 ST CHARLES DOWNTOW PHASE 4

NAICS	WORK CATEGORIES	*Number of	All Firms	Relative Av
238910	Demolition	40	49	0.8163265
237310	Traffic	26	35	0.7428571
237130	Utilities		15	0.2
238210	Electrical	34	207	0.1642512
238110	Concrete/Earthwork	25	29	0.8620689
237990	Rail	12	28	0.4285714
		140	363	3.2140752

TABLE 7 ALGIERS FERRY BUILDINGS RENOVATION

NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
238110	Concrete/Earthwork	25	29	0.862068965
541310	Architectural	17	106	0.160377358
561730	Landscaping	28	168	0.166666667
238120	Structural	11	12	0.916666667
237130	Utilities		15	0.2
		3		
238210	Electrical	34	207	0.164251208
238220	HVAC	27	347	0.077809798
237110	Plumbing	16	16	1
238290	Elevator Installation	4	24	0.166666667
		205	973	4.53083386

TABLE 8 BRT EAST-WEST BANK CORRIDOR

NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
238110	Concrete/Earthwork	25	29	0.862068965
541310	Architectural	17	106	0.160377358
561730	Landscaping	28	168	0.166666667
238120	Structural	11	12	0.916666667
237130	Utilities		15	0.2
		3		
238210	Electrical	34	207	0.164251208
237310	Traffic	26	35	0.742857143

237110	Plumbing	16	16	1
237990	Civil	12	28	0.428571428
		212	665	5.457785966

TABLE 9	**ALL STOPS ACCESSIBLE PROGRAM - ST CHARLES**			
NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
238110	Concrete/Earthwork	25	29	0.862068965
541310	Architectural	17	106	0.160377358
561730	Landscaping	28	168	0.166666667
238120	Structural	11	12	0.916666667
237130	Utilities	3	15	0.2
238210	Electrical	34	207	0.164251208
237310	Traffic	26	35	0.742857143
237990	Civil	12	28	0.428571428
		196	649	4.457785966

TABLE 10	**MOBILITY HUBS PHASE 1**			
NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
238110	Concrete/Earthwork	25	29	0.862068965
541310	Architectural	17	106	0.160377358
561730	Landscaping	28	168	0.166666667
238120	Structural	11	12	0.916666667
237130	Utilities	3	15	0.2
238210	Electrical	34	207	0.164251208
237310	Traffic	26	35	0.742857143
237990	Civil	12	28	0.428571428
		196	649	4.457785966

TABLE 11	**ZERO-EMISSION, RESILIENT FLEET**			
NAICS	WORK CATEGORIES	*Number of DBEs	All Firms	Relative Availability
238910	Demolition	40	49	0.816326530
237130	Utilities	3	15	0.2
238210	Electrical	34	207	0.164251208
238110	Concrete/Earthwork	25	29	0.862068965
237990	Civil	12	28	0.428571428
		114	328	2.471218131

GOAL SETTING CALCULATIONS

A two-step process was considered to establish the overall DBE goal, as described herein.

Step One: Compute Base Figure

Per 49 CFR 26.45(c) a base figure was developed to determine the relative availability of DBEs to perform work on anticipated contracts. The formula for calculating the relative availability of DBEs is as follows:

Base figure equals ready, willing, and able DBEs divided by all firms ready, willing and able (including DBEs and non-DBEs)

Weighting is recommended in USDOT tips to ensure the overall goal accurately reflects the scope of work. Based on guidance from FTA, a weighted base figure was computed that takes into account the relative size of the anticipated contract. The formula used as follows:

Weighted Base Figure = [(Project % of total contract dollars) *(Relative availability of DBEs)] +

[(Project % of total contract dollars) *(Relative availability of DBEs)] …

Weighted Base Figure = 29.26564 (Refer to **Table 12** below.)

The weighted base figure was developed by:

1) The relevant market area was determined to specify the geographical area for seeking available businesses.

2) Using the Louisiana Unified Certification Program Directory and other local DBE Directory to identify the number of registered DBEs willing to perform work in the Greater New Orleans market area for each of the anticipated contracts, based on the NAICS (North American Industry Classification System) code(s) most relevant to each contract.

3) Using 2022 County Business Patterns (CBP) data from the U.S. Census Bureau to identify the

total number of businesses available in The Greater New Orleans market area for work on each contract type, based on the same NAICS codes.

4) Dividing the number of DBEs by the number of all businesses to determine the relative availability of DBEs in the market area for each contract type.

Dividing the number of market area DBEs by all market area businesses (DBEs and non-DBEs), produced a relative base figure of 29.26, as shown in **Table 12.**

TABLE 12 BASE GOAL **Project**	**DBES**	**All Firms**	**Relative Availability**	**Weight**	**Total**
Downtown Transit Center	231	1008	0.22916667	15.97	3.65979167
Carrollton Double Crossover	168	531	0.31638418	1.35	0.42711864
Algiers Ferry Building Renovation	205	973	0.21068859	4.69	0.98812949
BRT East-West Bank Corridor	212	665	0.31879699	46.38	14.7858045
UPT Admin Office Renovation	120	634	0.18927444	2.42	0.45804416
Algiers Ferry Barges Replacement	48	240	0.2	6.61	1.322
St Charles Downtown Loop - Phase 4	140	363	0.38567493	6.05	2.33333333
Zero-Emission, Resilient	114	328	0.34756097	6.57	2.28347561
All Stops Accessible Program - St Charles	196	649	0.30200308	3.32	1.00265023
Mobility Hubs Phase 1	196	649	0.30200308	6.64	2.00530046
	1630	6040	2.80155293	100	29.26564809
Base Goal					**29.26564**

Step Two: Adjust Base Figure

Per 49 CFR Part 26.45(d), following calculation of a base figure, all available evidence must be examined to determine what adjustment, if any, is needed to the base figure in order to arrive at the overall DBE goal.

After calculating the Base Figure of 29%, it was determined that this rate of participation is inconsistent with historical data and the realities of the market in the Metropolitan Area and as such, adjustments to the Base Figure are warranted. To ensure that the goals for the RTA truly reflect the participation expected absent the effects of discrimination, this methodology goes beyond the raw formula derived by comparing databases; the methodology factors other subjective considerations into the formula to better estimate local market conditions. As such, the Base Figure was adjusted as detailed below.

Regional Market Data

The following data was considered in determining an adjustment to the Base Figure: Past DBE

participation.

The adjusted base Figure is detailed in **Table 13** below.

TABLE 13 ADJUSTED TABLE					
Project	**DBES**	**All Firms**	**Relative Availability**	**Weight**	**Total**
Downtown Transit Center	231	1008	0.22916667	15.97	3.65979167
Carrollton Double Crossover	168	531	0.31638418	1.35	0.42711864
Algiers Ferry Building Renovation	205	973	0.21068859	4.69	0.98812949
BRT East-West Bank Corridor	212	665	0.31879699	46.38	14.7858045
UPT Admin Office Renovation	120	634	0.18927444	2.42	0.45804416
Algiers Ferry Barges Replacement	48	240	0.2	6.61	1.322
St Charles Downtown Loop - Phase 4	140	363	0.38567493	6.05	2.33333333
Zero-Emission, Resilient	114	328	0.34756097	6.57	2.28347561
All Stops Accessible Program - St Charles	196	649	0.30200308	3.32	1.00265023
Mobility Hubs Phase 1	196	649	0.30200308	6.64	2.00530046
Base Goal					**29.26564**
				DBE Annual Goal	**Actual Attainment**
PAST PARTICIPATION FY 2020				30%	9.3%
FY 2021				30%	49.4%
FY 2022				32%	54.1%
FY 2023				32%	22.6%
FY 2024				32%	57%
AVERAGE PAST PARTICIPATION				**31%**	**38.4**
ADJUSTED DBE GOAL					**34%**

Past DBE Participation:

The primary form of evidence available is the past participation of DBEs in RTAs contract goals. The RTA's average DBE participation for the past five years has been 38.4%. **Refer to Table 13.** As such, the Base Goal of 29.26% will be adjusted using the average past participation goal of 38.4%. Averaging the Base DBE goal of 29.26% along with the past participation goal of 38.4% yields a Final Adjusted DBE Goal of 34%. **The RTA is recommending a DBE goal of 34%.**

Step Three: Determine Race Neutral and Race Conscious Split

The RTA will use contract goals to meet any portion of the overall goal that the agency does not project being able to meet using race-neutral means. Contract goals are established so that, over the

period to which the overall goal applies, they will cumulatively result in meeting any portion of the overall goal that is not projected to be met through the use of race-neutral means.

RTA will establish contract goals only on those DOT-assisted contracts that have subcontracting possibilities. RTA will not need to establish a contract goal on every such contract and the size

of contract goals will be adapted to the circumstances of each such contract (e.g., type and location of work, availability of DBEs to perform the particular type of work). RTA will establish the contract goals as a percentage of a DOT-assisted contract or the federal share of a DOT-assisted contract.

The regulations require RTA to determine how much of its FFY DBE goal it expects to meet through race-conscious methods and how much through race neutral methods. To break down the overall goal into a race neutral and race conscious component, the RTA relied on past participation from fiscal years 2020 through 2024. The RTA estimates that in meeting its overall goal of 34%, it will obtain 10% from race-neutral participation and 24% from race-conscious measures.

The agency has implemented its race-neutral Small Business Enterprise (SBE) program and currently has small business limited competition for federally funded projects where there are three or more certified small businesses in the market to compete. Race neutral participation has significantly improved.

Methods of Achieving Race-Neutral DBE Goals

In order to achieve race-neutral goals the RTA will continue to identify opportunities for SBE limited competition. The SBE program targets projects up to $500,000 for limited competition based on availability of certified small businesses to compete for contract awards.

In addition to the SBE Program, the RTA will utilize the following strategies to obtain the race conscious portion of the goal.

- Conduct mandatory DBE outreach sessions for prime bidders on capital and infrastructure projects.
- Identify Technical Assistance resources to support SBEs.
- Arrange solicitation, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that will facilitate DBE, and other small business participation. The RTA will continue to unbundle large contracts to make them more accessible to small businesses, in some cases, requiring and always encouraging prime contractors to subcontract portions of work that they may have otherwise performed with their own workforces.
- Public meetings to provide DBEs and small businesses with information on project priorities.
- Ensure that DBEs and SBEs have access to procurement information, contracting procedures and specific contract opportunities through the agency’s electronic bid system (ProcureWare).
- Ensure that the LAUCP Directory is distributed to the widest feasible universe of potential

prime contractors.

Moreover, in order to ensure that the DBE program is narrowly tailored to overcome the effects of discrimination, the RTA will track, and report race neutral and race conscious DBE participation. For reporting purposes, race neutral DBE participation includes, but is not limited to, the following: DBE participation through the SBE set-asides for small economically disadvantaged businesses; DBE participation through a prime contract where DBE participation is obtained through customary competitive procurement procedures; DBE participation on a prime contract exceeding a stated contract goal; and DBE participation through a subcontract from a prime contractor that did not consider a firm's DBE status in making the award.

Step Four: Public Participation and Consultation

Pursuant to 49 CFR 26.45 (g) (1), the RTA provided the opportunity for public participation during the goal setting process. The public participation process included a public notice and a public meeting for stakeholders, minority and general contractor groups, other officials or organizations which could be expected to have information concerning the availability of disadvantaged businesses and/or the effects of discrimination on opportunities for DBEs.
The RTA provided an opportunity for public comments at a public meeting which was held on June 25, 2025. The RTA will consider any written comments it receives from the public in adjusting its final goal.

Public Notice
Pursuant to 26.45 (g)(2), the RTA published a notice announcing the proposed overall goal, informing the public that the proposed goal and its rationale are available for inspection during normal business hours for 30 days following the date of the notice and comments regarding these documents will be accepted for 45 days from the date of publication. The public notice indicated the location(s) where the proposed goal can be reviewed and where comments can be transmitted. The notice is posted on RTA's website and published in the following publications:

- The Advocate
- Louisiana Weekly
- The New Orleans Tribune
- Louisiana Business Journal
- Small Business Exchange
- Transit Talent
- American Public Transportation Association (APTA)

FINANCIAL IMPACT:

None.

NEXT STEPS:

Upon board approval, the RTA will submit a final copy to the FTA.

ATTACHMENTS:

1. Resolution

2. Support Letter

Prepared By: Adonis C Expose'
Title: Principal DBE/SBE Liaison Officer

Reviewed By: Gizelle Johnson-Banks
Title: Chief Financial Officer



6/10/2025

Lona Edwards Hankins
Chief Executive Officer

Date

RESOLUTION NO. _____
FILE ID NO. 25-072

STATE OF LOUISIANA
PARISH OF ORLEANS

RESOLUTION TO ADOPT
RTA'S DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOALS
FOR FISCAL YEARS 2026-2028

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the Board of Commissioners of the Regional Transit Authority (RTA) considered the matter of adoption of an overall DBE goal for fiscal years 2026 through 2028; and

WHEREAS, it is the policy of the RTA to ensure that DBE's, as defined in 49 CFR Part 26, have a level playing field to participate in Department of Transportation (DOT) assisted contracts; and

WHEREAS, the RTA has examined projected contracting and subcontracting opportunities that may be undertaken during the 2026 through 2028 fiscal year periods and has established that a DBE goal of thirty-four percent (34%) be attained; and

WHEREAS, the opinion of the Board of Commissioners is that a goal of thirty-four percent (34%) is reasonable and would comply with RTA's DBE policy.

NOW THEREFORE BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority that a goal of thirty-four percent (34%) DBE participation be adopted for fiscal years 2026 through 2028.

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

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

AND THE RESOLUTION WAS ADOPTED ON THE ___DAY OF _____ 2025.

_____
FRED A. NEAL, JR.
CHAIRMAN
RTA BOARD OF COMMISSIONERS

From: Derek Chisholm <dtcdtc39@gmail.com>
Sent: Thursday, June 26, 2025 4:41:18 PM
To: Expose, Adonis C. <aexpose@rtaforward.org>
Subject: DBE Goals

Mr. Expose'
Kindly accept this statement in support of the DBE program. We appreciate all you do.

The New Orleans RTA DBE program is designed to support small businesses but has other benefits as well. Those benefits include:

1. **Access to Contracts** is provided local 'start-up' entities that may not otherwise be sufficiently resourced to identify, prepare and compete for effectively on their own.
2. **Business Development** comes from these opportunities, enabling small local businesses, often with owners and leaders from disadvantaged backgrounds, to win and perform work.
3. **Broadened Perspectives** benefit all manner of design and operational projects. New ideas come from new perspectives and the DBE program helps to create teams of contractors with different lived experience, different schooling and training.

Requiring participation from local BDEs, anywhere from 30 to 35% is somewhat typical in sophisticated markets. I fully support this program. Thanks for all that you do.

Derek Chisholm,

RTA rider and occasional contractor.

Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6301
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RESOLUTION NO. 25-037
FILE ID NO. 25-072

STATE OF LOUISIANA
PARISH OF ORLEANS

RESOLUTION TO ADOPT
RTA'S DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOAL
FOR FISCAL YEARS 2026-2028

Introduced by Commissioner Sams, seconded by Commissioner Daniels.

WHEREAS, the Board of Commissioners of the Regional Transit Authority (RTA) considered the matter of adoption of an overall DBE goal for fiscal years 2026 through 2028; and

WHEREAS, it is the policy of the RTA to ensure that DBE's, as defined in 49 CFR Part 26, have a level playing field to participate in Department of Transportation (DOT) assisted contracts; and

WHEREAS, the RTA has examined projected contracting and subcontracting opportunities that may be undertaken during the 2026 through 2028 fiscal year periods and has established that a DBE goal of thirty-four percent (34%) be attained; and

WHEREAS, the opinion of the Board of Commissioners is that a goal of thirty-four percent (34%) is reasonable and would comply with RTA's DBE policy.

NOW THEREFORE BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority that a goal of thirty-four percent (34%) DBE participation be adopted for fiscal years 2026 through 2028.

Regional Transit Authority
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New Orleans, LA 70119-6301
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www.norta.com

RESOLUTION NO. 25-037
FILE ID NO. 25-072

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

YEAS:	**6**
NAYS:	**0**
ABSTAIN:	**0**
ABSENT:	**1**

AND THE RESOLUTION WAS ADOPTED ON THE 29th DAY OF JULY 2025.

FRED A. NEAL, JR.
CHAIRMAN
RTA BOARD OF COMMISSIONERS

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-082 **Board of Commissioners**

Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance [2025-2026]

DESCRIPTION: Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance for Policy Period 2025-2026.	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to proceed with the renewal of specified insurance coverages for the policy period 8/1/25-7/31/26 in the amount of $5,913,330.01.

ISSUE/BACKGROUND:

RTA annually renews its Excess Automobile Liability/General Liability [“Excess AL/GL”], Automobile Physical Damage [“APD”], and Cyber insurance coverages on August 1st.The policies are marketed and placed by the RTA insurance broker of record, Relation Insurance Services, Inc. and provide optimal coverage at the most competitive cost.

DISCUSSION:

It is necessary that RTA proceed with the renewal of the Excess AL/GL, APD and Cyber insurance coverages through the RTA broker of record, Relation Insurance Services, Inc., on a timely basis:

Excess AL/GL: Limits $5,000,000; Excess Retained Amount [“SIR”]: Automobile - $1,500,000 per accident; General - $500,000 per occurrence.

Automobile Physical Damage: Total Insured Value [“TIV”]: $112,952,354 covering all RTA vehicles (revenue and non-revenue) with a $65M flood limit and a $50,000 deductible (except for named windstorm and flood at 3% per affected TIV with a per occurrence minimum of $250,000).

Cyber Liability: Limits $2,000,000 with a $10,000 deductible.

Relative to Excess Liability [“Excess AL/GL”], the total cost for the expiring Excess AL/GL program [2024-2025] was $2,887,569.00.

Underwriters willing to write automobile liability for public transportation entities continue to confront significant losses nationwide. The Regional Transit Authority faces additional challenges because numerous markets willing to write automobile liability for buses will simply not insure streetcars. In addition, over the last year, several high-quantum cases have incurred escalated reserves which result in a higher premium structure.

As such, the total cost for the Excess AL/GL renewal program [2025-2026] is now $3,810,458.70. This represents an increase of $922,889.70, or approximately 32% over last year's Excess AL/GL premium, primarily due to the increase in renewal exposure, but also reflecting recent increases in service and ridership, and the addition of new vehicles to the RTA fleet.

Relative to Automobile Physical Damage ["APD"], although the declining property market has carriers reducing their capacity in many instances, aggressive broker marketing has resulted in a lower renewal premium this year.

The expiring APD insurance for 2024-2025 covered vehicles with a Total Insured Value ["TIV"] of $95,131,813 for a premium of $2,122,781.57**.**

The current recommended APD renewal for 2025-2026 will cover vehicles with a TIV of $112,952,354, which represents a 17% increase over the 2024-2025 TIV. Notably, however, the total renewal APD premium is now $2,084,532.00, a decrease of $38,250.00, approximately 2% lower than last year's APD premium.

The Cyber Liability coverage, which protects against data breaches and other cybersecurity issues, has a $2,000,000 limit and a $10,000 deductible. The cost for the expiring Cyber coverage [2024-2025] was $15,638.11. The current recommended Cyber renewal premium for 2025-2026 is $18,339.31 and represents only a 17% increase over last year's premium. This moderate increase is attributable to coverage enhancements including expanded cybercrime and system failure endorsements.

Details of the respective coverages can be found in the Resolution and associated attachments.

FINANCIAL IMPACT:

$ 5,913,330.01

Funds for these contracts and related endorsements are available from the RTA Operational budget:

Excess Automobile /General Liability: 01-8300-02-9131-169-00-00-00000-00000

Automobile Physical Damage: 01-8300-02-9132-169-00-00-00000-00000

Cyber Liability 01-8300-02-9181-169-89-00-00000-00000

NEXT STEPS:

Proceed with the renewal of insurance coverages as indicated above.

ATTACHMENTS:

1. Resolution for Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance Coverages for Policy Year August 1, 2025 to July 31, 2026
2. RTA Comparison Spreadsheet 8/1/2025-2026 Insurance: Expiring versus Renewal
3. Markets Approached List [Excess AL/GL]
4. Markets Approached List [APD]
5. Markets Approached List [Cyber Liability]

Prepared By: Marc Popkin
Title: Risk Management Counsel

Reviewed By: Tracy Tyler
Title: Chief Legal Officer

Reviewed By: Gizelle Banks
Title: Chief Financial Officer

Lona Edwards Hankins
Chief Executive Officer

7/18/2025
Date

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

504.827.8300

www.norta.com

RESOLUTION NO. _____

FILE ID NO. **25-082**

STATE OF LOUISIANA

PARISH OF ORLEANS

RESOLUTION FOR RENEWAL OF EXCESS LIABILITY, AUTOMOBILE PHYSICAL DAMAGE, and CYBER INSURANCE COVERAGES FOR POLICY YEAR AUGUST 1, 2025 TO JULY 31, 2026

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the Board of Commissioners of the Regional Transit Authority (RTA) has considered the matter of contract award for excess liability, automobile physical damage, and cyber insurance coverages for policy year August 1, 2025 to July 31, 2026 to several different firms; and

WHEREAS, the RTA insurance broker of record, Relation Insurance Services, Inc., received and reviewed offers to provide the specific insurance coverage(s) required, and based upon that review determined that the selected insurer(s) would provide the coverage at a fair and reasonable price; and

WHEREAS, based upon these recommendations, the Board of Commissioners has selected Princeton E&S, Lloyds, Lexington, Core/StarStone, Markel/Evanston, Sompo/Endurance, Swiss Re, RSUI/Landmark, General Star, Starr Surplus, and Lloyds Terrorism; and

WHEREAS, funds for these respective coverages are available from the operational budget.

NOW THEREFORE BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority that the Chief Executive Officer, or her designee, is authorized to execute contract(s) with the below companies for the type and coverage noted at the listed price:

Type and Coverage	Company	2025-2026 Premium
Excess Automobile Liability/ General Liability Limit of Liability: $5,000,000 Excess of Retained Amount ["SIR"] Automobile - $1,500,000 General Liability - $ 500,000 **TOTAL FOR EXCESS AL/GL:**	Princeton E&S	**$3,810.458.70**
Automobile Physical Damage Including Flood Total Insured Value $112,952,354 $65m Flood limit $65m Earthquake limit $50,000 All Other Peril per vehicle per occurrence [Lloyds/primary] and $25,000 All Other Peril [other carriers] Named Windstorm 3% per affected TIV/Flood 2% per affected TIV, subject to a per occurrence minimum of $250,000 **TOTAL FOR APD RENEWAL, INCLUDING FLOOD:**	London Lexington Core/StarStone Markel/Evanston Sompo/Endurance Swiss Re RSUI/Landmark General Star Starr Surplus LloydsTerrorism	**$2,084,532.00**
Cyber Liability Limit of Liability: $2,000,000 Retention: $10,000	Lexington	**$18,339.31**
TOTAL:		**$5,913,330.01**

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

YEAS:

NAYS:

ABSTAIN:

ABSENT:

AND THE RESOLUTION WAS ADOPTED ON THE _29th_ DAY OF _JULY_, 2025.

_____

FRED NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

REGIONAL TRANSIT AUTHORITY
8/1/2025-2026 INSURANCE

	8.1.2024-2025 Expiring Program					8.1.2025-2026 Renewal Program			
Coverage	**Company**	**Limits/Exposure**	**Premium**	**Deductible**		**Company**	**Limits/Exposure**	**Premium**	**Deductible**
Excess Automobile & General Liability	Princeton E&S	$5,000,000 includes terrorism includes unmanned aircraft $1,000,000 Includes $7,500 Risk Management Fund	$2,887,569.00	Excess Retained Amount Auto $1,500,000 SIR Acc GL $ 500,000 SIR Occ $500,000 SIR Occurrence		Princeton E&S	$5,000,000 includes terrorism includes unmanned aircraft $1,000,000 Includes $7,500 Risk Management Fund	$3,810,458.70	Excess Retained Amount Auto $1,500,000 SIR Acc GL $ 500,000 SIR Occ $500,000 SIR Occurrence
Automobile Physical Damage	 Lloyds Lexington Core/StarStone Markel/Evanston Sompo/Endurance Lloyds General Star Starr Surplus RSUI/Landmark Lexington Lloyds Roanoke Terrorism	Total Insured Value $95,131,813 $65m Flood limit $65m Earthquake limit	 $ 922,680.00 $ 104,902.43 $ 176,934.38 $ 105,631.13 $ 77,064.75 $ 314,550.00 $ 141,966.90 $ 98,034.75 $ 67,527.59 $ 34,852.14 $ 62,910.00 $ 15,727.50 $2,122,781.57	$25,000 All Other Peril per vehicle per occurrence *Except: Lloyds Syndicates $50,000 All Other Peril per vehicle per occurrence $50,000 Earthquake Flood 2% per affected TIV subject to a per occurrence minimum of $250,000 Named Windstorm 3% per affected TIV subject to a per occurrence minimum of $250,000		 Lloyds Lexington Core/StarStone Markel/Evanston Sompo/Endurance Lloyds Swiss Re RSUI/Landmark Lexington Core/StarStone General Star Starr Surplus Lloyds Terrorism	Total Insured Value $112,952,354 $65m Flood limit $65m Earthquake limit	 $ 692,010.00 $ 377,460.00 $ 133,684.00 $ 78,379.00 $ 58,978.00 $ 314,550.00 $ 52,425.00 $ 36,989.00 $ 24,983.00 $ 41,940.00 $ 150,984.00 $ 104,850.00 $ 17,300.00 $2,084,532.00	$25,000 All Other Peril per vehicle per occurrence *Except: Lloyds Syndicates $50,000 All Other Peril per vehicle per occurrence $50,000 Earthquake Flood 2% per affected TIV subject to a per occurrence minimum of $250,000 Named Windstorm 3% per affected TIV subject to a per occurrence minimum of $250,000
Cyber Liability	Lexington	$2,000,000 limit	$15,638.11	$10,000 deductible		Lexington	$2,000,000 limit	$18,339.31	$10,000 deductible
		Total	**$5,025,988.68**				**Total**	**$5,913,330.01**	

Excess Automobile Liability/General Liability
Markets Approached
8.1.2025-2026

AWAC	Declined as the rail system is a treaty exclusion for them.
Aspen	Declined, they cannot entertain any passenger transport.
Besso/London	Declined, they require a higher attachment point.
RSUI	Declined, they cannot entertain livery or the light rail exposure.
Sompo	Declined, transit authorities are a treaty exclusion for them.
Zurich	Declined, not a market for livery.
Princeton	Incumbent, offering renewal.
Axis	Declined, unable to offer terms in a lead position.
Berkley Public Entity	The light rail exposure is a decline for them.
Chubb	Stand-alone transit risks are not within their appetite.
Euclid	Louisiana Auto is a decline for them.
Genesis	Cannot consider the light rail operations, and LA exposure is a decline.
Lexington	Declined due to losses.
Old Republic	Cannot entertain stand-alone transit risks.
Safety National	Cannot write stand-alone excess, would have to include the primary WC. The rail exposure is also undesirable.
May Specialty	Insured's operations and losses are a decline.
Upland Specialty	Declined this account due to operations, venue, and losses.
Liberty Mutual	Declined, they cannot entertain transit authorities

MARKETING SUMMARY REPORT

Account Name: Regional Transit Authority of Southeast Louisiana
Line Of Business: Auto Physical Damage
Effective Date: 8/1/2025

Market	Status	Comments
Amwins Global Risks	Quoted	P15 – 60% @ $1,100,000 25x25 – 100% @ $300,000
Amwins Re	Declined	
ARCH Insurance Group	Declined	Cannot write APD due to company guidelines.
Ascot Group	Declined	Cannot write APD due to company guidelines.
Allied World	Declined	Cannot write APD due to company guidelines.
Aspen Insurance	Declined	Cannot write APD due to company guidelines.
Ategrity Specialty Insurance Company	Declined	Cannot write APD due to company guidelines.
AXIS Insurance	Declined	Cannot write APD due to company guidelines.
Beazley USA	Declined	Originally declined – Seeing if they can make exception for help in the XS
Berkley Specialty Property	Declined	Cannot write APD due to company guidelines.
Berkshire Hathaway Specialty Insurance Company	Declined	Cannot write APD due to company guidelines.
Canopius Underwriting Agency, Inc	Declined	Cannot write APD due to company guidelines.
Core Specialty Insurance Holdings, Inc.	Quoted	**P25** - $2,500,000 (10%) part of $25,000,000 Primary @ $1,275,000 Layer / $127,500 Share **TIV** xs $50m - $5,000,000 (7.9425%) part of TIV xs $50m @ $503,619 / $40,000 Share
Dellwood	Declined	Cannot write APD due to company guidelines.
Eirion Risk Underwriters, LLC	Declined	Cannot write APD due to company guidelines.
General Star	Quoted	TIV xs $50m - $12,590,470 (20%) part of TIV xs $50m @ $720,000 Layer / $144,000 Share

Intact Ocean Marine	Declined	Cannot write APD due to company guidelines.
Ironshore	Declined	Looked at helping in the TIV xs $50m. Pricing not competitive
Kinsale Insurance Company	Declined	Cannot write APD due to company guidelines.
Lexington Insurance Company	Quoted	**P25** - $7,500,000 (30%) part of $25,000,000 Primary @ $1,200,000 Layer / $360,000 Share
Markel	Quoted	**$10m xs $15m** - $3,500,000 (35%) part of $10,000,000 excess of $15,000,000 @ $213,582 Layer / $74,754 Share
Munich Re America	Declined	Cannot write APD due to company guidelines.
Risksmith Insurance Services	Declined	Cannot write APD due to company guidelines.
Rivington Partners	Declined	Cannot write APD due to company guidelines.
RSUI	Quoted	TIV xs $50m - $5,000,000 (7.9425%) part of TIV xs $50,000,000 @ $857,298 Layer / $68,091 Share
Sompo International	Quoted	10x15 - $3,000,000 (30%) part of $10m xs $15m @ $225,000 Layer / $67,500 Share
SRU	Declined	Cannot write APD due to company guidelines.
Starr Companies	Quoted	TIV xs $50m - $31,476,177 part of $TIV xs $50m @ $200,000 Layer / $100,000 Share
Swiss Re	Quoted	TIV xs $50m - $6,295,000 part of TIV xs $50m @ $500,000 Layer / $50,000 Share
Trium Property US Services, Inc.	Declined	Cannot write APD due to company guidelines.
Velocity Risk Underwriters, LLC	Declined	Cannot write APD due to company guidelines.
Westchester, A Chubb Company	Declined	Cannot write APD due to company guidelines.
Zurich North America	Declined	Cannot write APD due to company guidelines.

CYBER LIABILITY
MARKETING SUMMARY
8.1.2025-2026

Market	Status	Comments
Quoted		
Lexington Insurance Company	Quoted - Lexington Insurance Company	
Corvus	Quoted - Travelers	Premium higher than Incumbent
Declined to Quote		
Aspen Insurance	Closed - Appetite	Too small
AXA XL, a division of AXA	Closed - Underwriting Concerns	Lacking the security posturing AXA XL wants to provide coverage
Beazley USA	Closed - Underwriting Concerns	
Crum & Forster	Closed - Other	Did not quote
Munich Re America	Closed - Appetite	We are not able to offer terms during this renewal cycle.
Zurich North America	Closed - Appetite	Did not quote
Cowbell Insurance Agency	Closed - Palomar Excess and Surplus Insurance Company	Did not quote

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-083 **Board of Commissioners**

Cooperative Endeavor Agreement (CEA) between The University of New Orleans (UNO) and Regional Transit Authority (RTA)

DESCRIPTION: Requesting to approve Cooperative Endeavor Agreement (CEA) between The University of New Orleans (UNO) and Regional Transit Authority (RTA)	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize a Cooperative Endeavor Agreement (CEA) between UNO and the RTA for one graduate student research intern for one year.

ISSUE/BACKGROUND:

RTA and UNO have developed an agreement which would enable RTA to hire a graduate student research intern for one year. This resolution is to approve a CEA with UNO, which is a requirement for intergovernmental fund transfer.

DISCUSSION:

The Planning and Scheduling department is committed to developing students by providing a place to train and providing hands-on work experience and wishes to continue investing in its internship program. The department has a history of employing graduate, undergraduate, and high school interns going back decades, and currently employs one undergraduate intern through Dillard University, who has been a part of the team for two years.

We are currently seeking a graduate intern to support more complex planning projects and research, as well as everyday department functions. UNO offers the only accredited Graduate program in Urban Planning in Louisiana and is also home to the UNO Transportation Institute (UNOTI), which consistently attracts talented and motivated graduate students. Having this CEA in place will benefit students by offering a pathway to a career in public transportation and will benefit the RTA by attracting talent to the Agency. The potential candidate will be a part-time employee. The program is being developed as a pilot project that cand be utilized by other universities.

FINANCIAL IMPACT:

The estimated cost for the CEA between the University of New Orleans (UNO) and the Regional Transit Authority (RTA) for one graduate student research intern for one year is not-to-exceed $30,000 and will be charged to account 01-7700-02-7181-167-00-00-00000-00000.

NEXT STEPS:

Upon Board approval, RTA will enter into the CEA with the University of New Orleans.

ATTACHMENTS:

1. Resolution
2. CEA

Prepared By: Arionne Edwards, aedwards@rtaforward.org
Title: Manager of Service Development

Reviewed By: Elisabeth Stancioff, estancioff@rtaforward.org
Title: Data Analytics and Innovation Specialist

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

7/7/2025

Lona Edwards Hankins
Chief Executive Officer

Date

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

504.827.8300
www.norta.com

RESOLUTION NO.
FILE ID NO. **25-083**

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO APPROVE A CEA BETWEEN THE UNIVERSITY OF NEW ORLEANS (UNO) AND THE REGIONAL TRANSIT AUTHORITY (RTA) FOR ONE GRADUATE STUDENT RESEARCH INTERN FOR ONE YEAR

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the New Orleans Regional Transit Authority ("RTA") and the University of New Orleans ("UNO") have agreed to enter a Cooperative Endeavor Agreement ("CEA") that will allow the RTA to hire a graduate intern through UNO; and

WHEREAS, The RTA will employ one (1) intern for one (1) year; and

WHEREAS, an agreement is required between RTA and UNO to transfer funds to pay for the services of one graduate student research intern; and

WHEREAS, The graduate student is professionally qualified and willing to perform these services; and

WHEREAS, The intern will provide 20 hours of service per week for the academic summer, fall and spring semesters listed in the CEA.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, approves the Cooperative Endeavor Agreement between the University of New Orleans and the New Orleans Regional Transit Authority for a period of one year at a cost not exceeding **THIRTY THOUSAND DOLLARS ($30,000.00)** and will be charged to account 01-7700-02-7181-167-00-00-00000-00000.

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New Orleans, LA 70119-6301

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RESOLUTION NO. _____
FILE ID NO. 25-083

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE 29th DAY OF JULY 2025.

_____

FRED A. NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

UNO Office of Research
Budget Summary: Year 1

Principal Investigator: Bethany Stich

Project Title: Graduate Student Intern

Agency: RTA

Project Start Date: 8/13/2025

Project End Date: 8/6/2026

		Agency Requested Budget Amount	UNO Cost-Share [10]		3rd Party Cost-Share		Participant Costs [11]	
			Amount	Worktag(s)	Amount	Worktag(s)	Amount	Worktag(s)
5014: Salary - Regular [1] *(Summer, unclassified, PI, post-docs, transient)*	Enter in tab 3a or 3b	-	-					
5014: Salary - Additional [1] *(Not summer salary)*								
5014: Wage - Regular [1] *(Classified, secretarial, transient)*	Enter in tab 3a or 3b	-	-					
5014: Wage - Additional [1b]								
5013: Payroll Benefits [1]	46.4%	0.00	0.00				0.00	
5011: Salary - Graduate Assistant [2]		15,000.00						
5011: Salary - Student Pay [3] *(Undergraduate and graduate)*								
Total Salaries & Benefits		15,000.00	0.00		0.00		0.00	
5017: Travel - Domestic [4] *(Conference registration)*								
5017: Travel - International [4] *(Conference registration)*								
5009: Operating Services *(Maintenance, postage, long distance, printing, leases, non-travel attendance/registration/fees, etc.)*								
5015: Supplies - *(Lab supplies, office supplies, software, other expendables)*								
5012: Contractual Services - *(Vendors, consultants, honorariums)* (No UNO worker/students)								
5012: Subawards $25,000 and under [5]	Enter Here	-						
5012: Subawards over $25,000 [5]	Enter Here	-						
5010: Other Charges [6] *(Stipends, registration fees)*								
5021: Scholarships & Awards								
5021: Graduate Assistant Tuition [7]	See Rates	10,443.00						
5004: Equipment $5,000 and under								
5004: Equipment over $5,000								
Total Direct Costs		25,443.00	0.00		0.00		0.00	
Modified Total Direct Costs (MTDC) [8]		15,000.00	0.00		0.00		0.00	
5050: Agency F&A Costs [9]	26%	3,900.00						
5050: F&A Costs for UNO Cost-Share [10]	26%		0.00					
5050: Waived F&A (Not Included as UNO Cost-Share)	26%		0.00					
5050: 3rd Party Cost-Share Facility & Administrative Recovery	0%							
5050: Participant [11] Facility & Administrative Recovery	0%						0.00	
Total Costs		$ 29,343.00	$ -		$ -		$ -	

All Agency Requested Total:	$ 29,343.00	**All Cost Share Total:**	$ -	**All Sources Total:**	$ 29,343.00

[1] - Assess payroll benefits on all payroll costs for UNO employees (full-time/regular and part-time/wage), including additional compensation for salaried employees. **Please include a 3% cost of living increase on salaries for future pay raises.**

[1b] - Payroll benefits are not assessed on wage employees' overtime.

[2] - **Graduate assistants cannot receive additional compensation. They can work a maximum of 20 hours per week** whether school is in session or not. Contact the Graduate School with questions.

[3] - **Student workers can work up to 20 hours per week.** Contact Student Financial Aid with questions.

[4] - Before you travel, get permission by filling out a Spend Authorization in Workday. To request reimbursement for the travel, you must fill out the Spend Authorization **prior** to travel.

[5] - List all subawards on the "Subs" tab. The budget will sum the first $25,000 from each subaward together for "Subawards $25,000 and under." Remaining amounts will be summed for "Subawards over $25,000."

[6] - UNO employees may not be paid stipends. Any remuneration paid to UNO employees for work done in addition to normal duties must be paid as additional salary or wage.

[7] - **Please include the projected tuition increases from the "Tuition" tab.**

[8] - Calculate modified direct cost by subtracting tuition, scholarships, stipends, subaward amounts over $25,000, UNO classified equipment over $5,000, and any other unallowable costs from the total direct costs. The formula on the template can be changed if the F&A base needs to be altered. Please contact the Office of Research if you have questions.

[9] - It is the policy of the University to charge either the on-campus or off-campus F&A rate on all sponsored projects unless a sponsoring agency's mandated rate will not allow full recovery of costs. Include a copy of the agency's mandated rate if it is less than UNO's rate. The F&A rate should be applied to total direct costs minus (1) any subaward funds over the first $25,000; (2) equipment over $5,000; (3) tuition; (4) scholarships; and (5) participant stipends. This rate will automatically populate based on selections made in the "Project" tab.

[10] - Each line of cost share must be documented and approved on the Proposal Routing form.

[11] - If your budget includes participant costs it will be assigned a separate grant. Usually the F&A rate is different. Prior approval from the sponsor is necessary if changes are made to an awarded participant budget.

*If you have **any questions on this sample budget, please contact the Office of Research at (504) 280-6836 or researchoffice@uno.edu.***

1 Student Intern

Fall 2025
Dates: August 13, 2025-December 16, 2026
Salary: $6,000.00
Tuition: $4,653.00
Indirect Cost: $1,560.00
Total: $12,213.00

Spring 2026
Dates: January 8, 2026-May 13, 2026
Salary: $6,000.00
Tuition: $4,653.00
Indirect Cost: $1,560.00
Total: $12,213.00

Summer 2026
Dates: June 8, 2026-August 6, 2026
Salary: $3,000.00
Tuition: $1,137.00
Indirect Cost: $780.00
Total: $4,917.00

Total for Fall and Spring appointment: $24,426.00
Total for Fall, Spring and Summer appointment: $29,343.00

Dates outside of the above academic dates will be rated:

Salary: $66.66 per day per student
Indirect: $17.33 per day per student
Total: $83.99 per day per student

2817 Canal Street
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New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-095 **Board of Commissioners**

TMSEL Board of Trustees Appointment

DESCRIPTION: TMSEL Board of Trustees Appointment - Jesse Evans	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Recommend appointing Jesse Evans to the TMSEL Board of Trustees.

ISSUE/BACKGROUND:

Through a succession of legal actions the New Orleans Regional Transit Authority (RTA) owns 100% of Transit Management of Southeast Louisiana, Inc. (TMSEL). During the time that TMSEL operated transit services in the New Orleans area, it created a Pension Plan (Plan), which funds employee and retiree benefits for former employees of TMSEL. The TMSEL Plan Board of Trustees operates to monitor the operations of the Plan's funds, along with other designated powers. The RTA is pursuant to the Plan, required to appoint four administrative trustees to the TMSEL Plan Board of Trustees. The term of a member of the Board of Trustees is five years.

DISCUSSION:

N. Sundiata Haley was appointed by RTA to the TMSEL Plan Board of Trustees more than five years ago. RTA now needs to select a new administrative trustee for the TMSEL Plan Board of Trustees. RTA staff recommend Jesse Evans to the TMSEL Board of Trustee seat formerly held by N. Sundiata Haley for a term of five (5) years.

FINANCIAL IMPACT:

None.

NEXT STEPS:

Upon approval, Mr. Evans shall serve as the RTA's appointee on the TMSEL Board of Trustees.

ATTACHMENTS:

1. Board Resolution

Prepared By: Tracy L. Tyler
Title: Chief Legal Officer

Reviewed By: Tracy L. Tyler
Title: Chief Legal Officer



7/17/2025

Lona Edwards Hankins
Chief Executive Officer

Date

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

504.827.8300

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RESOLUTION NO. _____

FILE ID NO. _____

STATE OF LOUISIANA

PARISH OF ORLEANS

TMSEL BOARD OF TRUSTEES APPOINTMENT - JESSE EVANS

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, through a succession of legal actions the New Orleans Regional Transit Authority (RTA) owns 100% of Transit Management of Southeast Louisiana, Inc. (TMSEL);

WHEREAS, during the time that TMSEL operated transit services in the New Orleans area, it created a Pension Plan (Plan), which funds employee and retiree benefits for former employees of TMSEL;

WHEREAS, the TMSEL Plan Board of Trustees operates to monitor the operations of the Plan's funds, along with other designated powers;

WHEREAS, the New Orleans Regional Transit Authority (RTA) is, pursuant to the Plan, required to appoint four administrative trustees to the TMSEL Plan Board of Trustees;

WHEREAS, the term of a member of the Board of Trustees is five years;

WHEREAS, N. Sundiata Haley was appointed by RTA to the TMSEL Plan Board of Trustees more than five years ago;

WHEREAS, RTA now needs to select a new administrative trustee for the TMSEL Plan Board of Trustees;

WHEREAS, RTA selects Jesse Evans to the TMSEL Board of Trustee seat formerly held by N. Sundiata Haley for a term of five (5) years;

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RESOLUTION NO. _____

PAGE TWO

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the RTA that Jesse Evans is appointed as RTA's administrative trustee to the TMSEL Board of Trustees.

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE _____ DAY OF JULY 2025.

_____

CHAIRMAN
BOARD OF COMMISSIONERS

File #: 25-086 **Board of Commissioners**

Zero-Emission Bus Architectural and Engineering Services

DESCRIPTION: Requesting board authorization to award the contract to Jacobs Engineering Group, Inc. for design services for bus charging and related infrastructure for RTA's Zero-Emission Fleet Project for Zero-Emission Fleet Planning	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to award a contract Jacobs Engineering Group, Inc. to provide architectural and engineering services for the implementation of RTA's Zero-Emission Resilient Fleet project in an amount not-to-exceed $5.1 million.

ISSUE/BACKGROUND:

In Spring 2023, RTA was awarded a major FY23 Low/No Vehicle Emission Grant by the Federal Transit Administration (FTA). The $71.4 million award will fund a major effort to transition to a zero-emission, resilient fleet with 20 Battery Electric Buses (BEBs), a 20MW solar power-based microgrid for grid-independent power generation, charging infrastructure, and workforce development. This project is called the "Zero-Emission, Resilient Fleet", Project # 2023-FL-02.

In order to streamline the project delivery process, the FTA authorized transit agencies to include partnerships with other entities in the grant application that intend to participate in the implementation of the project, including, but not limited to, specific vehicle manufacturers, equipment vendors, owners or operators of related facilities, or project consultants. Per the FTA grant, "if an application that involves such a partnership is selected for funding, the project will be deemed to satisfy the requirement for a competitive procurement."

To best deliver the implementation of this major project, RTA identified and included Jacobs Engineering Group, Inc. (Jacobs) as a partner in its FY23 Lo/No grant application to provide architectural and engineering services related to the design and installation of the charging infrastructure, microgrid, and related infrastructure. Jacobs' design work will build on a planning study that was recently completed by MSMM Engineering LLC (with Jacobs as their subconsultant). This study determined that a Construction Manager at Risk (CMAR) method of project delivery would be the best approach for the construction of the charging infrastructure. The study also identified the RTA's East New Orleans (ENO) facility as the best location for battery electric bus charging, storage, and maintenance. This study, in the amount of $150,000, was previously authorized by the Board in August 2024 via Resolution No. 24-043.

This is initiative aligned with the Agency's *Strategic Mobility Plan:* Goal - *"Innovate"*; Strategy -

"Reduce RTA's environmental impact; Actions SH1 and SH2.

DISCUSSION:

Staff followed the process for sole-source procurement, based on competitive selection guidance established by FTA for this grant process. The justification forms are attached to this report. The contract with Jacobs to provide the below deliverables will be managed by Capital Projects.

Division. Jacobs' scope of services is as follows:

- Task A1 - Infrastructure Project Initiation, Administration, and Coordination
- Task A2 - Engineering Design
- Task A3 - Permitting
- Task B1 - Construction Manager At Risk (CMAR) Procurement, Design, and Construction Initiation
- Task B2 - Construction Phase Services

These services will be provided over the life of the project that is scheduled for no longer than four (4) years.

After extensive discussions with Jacobs regarding scope and budget on a task-by-task basis, a not-to-exceed price of $5.1 million was determined to be mutually satisfactory to accomplish RTA's goals, deliverables, and timeline for the project. This amount is within the independent Cost Estimate prepared by the Capital Projects team and is within the budgeted amount for A&E services that was submitted for the FY23 Low/No grant application.

FINANCIAL IMPACT:

The total amount for the architectural and engineering services is not-to-exceed $5.1 million and will be funded 90% by the FTA FY23 Low/No Emission Grant in an amount not-to-exceed $4,590,000 and 10% by local RTA funds in an amount not-to-exceed $510,000 from budget code 01-0000-00-1501-000-00-00-00000-00000-00. These amounts are included in the FY2025-29 Capital Investment Program.

NEXT STEPS:

Execute a contract with Jacobs and issue a Notice to Proceed to kick off the project.

ATTACHMENTS:

1. Resolution
2. Jacobs contract Scope of Work
3. Approved Sole Source Justification for Jacobs

4. Independent Cost Estimate (ICE)

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

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

Reviewed By: Gizelle Johnson Banks
Title: Chief Financial Officer



7/23/2025

Lona Edwards Hankins
Chief Executive Officer

Date

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

504.827.8300

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RESOLUTION NO. _____

FILE ID NO. **25-086**

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO AWARD CONTRACT TO JACOBS ENGINEERING GROUP, INC. FOR DESIGN SERVICES FOR THE ZERO-EMISSION RESILIENT FLEET PROJECT

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the RTA was awarded a $71.4 million FY23 Lo/No Vehicle Emission grant by the Federal Transit Administration (FTA) to implement a significant step in the transition to a zero-emission, resilient fleet with 20 Battery Electric Buses (BEBs), a 20MW solar power based microgrid for grid independent power generation, charging infrastructure, and workforce development; and

WHEREAS, as part of this grant program the FTA authorized agencies to name 3rd-party partners in their grant applications to support implementation of the project and that said partnerships would satisfy the requirement for a competitive selection process if the project was selected by the FTA for award; and

WHEREAS, RTA named Jacobs Engineering, Inc. (“Jacobs”) as a partner in its FY23 Lo/No grant application to provide architectural and engineering services for the design and implementation of bus charging, microgrid, and related battery electric bus infrastructure based on Jacobs’ extensive experience providing similar services for other transit agencies adopting battery electric bus technology; and

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WHEREAS, Jacobs' scope of services will deliver a full suite of design, permitting, and construction administration services as well as coordination with a Construction Manager at Risk (CMAR) to price and construct the battery electric bus infrastructure; and

WHEREAS, Jacobs' design work will build upon a planning study for BEB infrastructure that was recently completed by MSMM Engineering, LLC with Jacobs as subconsultant and that was authorized by the RTA Board of Commissioners in August, 2024 via Resolution No. 24-043; and

WHEREAS, services will be funded by FTA FY23 Lo/No Emission Vehicles Grant in the amount not-to-exceed $4,590,000 and a 10% local match of RTA funds in an amount not-to-exceed $510,000 from the FY2025-29 capital budget, budget code 01-0000-00-1501-000-00-00-00000-00000-00; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, is authorized to award a contract for architectural and engineering services for the implementation of RTA's Zero-Emission Resilient Fleet project in an amount not-to-exceed $5.1 million.

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE 29th DAY OF JULY, 2025.

_____

FRED A. NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

Jacobs

NORTA Low-No Scope of Work, Fee, and Schedule

Zero-Emission, Resilient Fleet Planning
New Orleans Regional Transit Authority (NORTA)

June 22, 2025

DRAFT

RTA

NORTA Low-No Scope of Work, Fee, and Schedule

Client name:	New Orleans Regional Transit Authority (NORTA)
Document no:	NORTA Low-No Scope of Services June 2025
Revision:	00
Revision date:	
Project/Proposal no:	RTAP_00893
Project manager:	Joel Tillery, PE
Prepared by:	Joel Tillery, PE, Will Lyddane

DRAFT

Jacobs Engineering Group Inc.

1555 Poydras Street
Suite 1625
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United States

T +1.504.832.9515
www.Jacobs.com

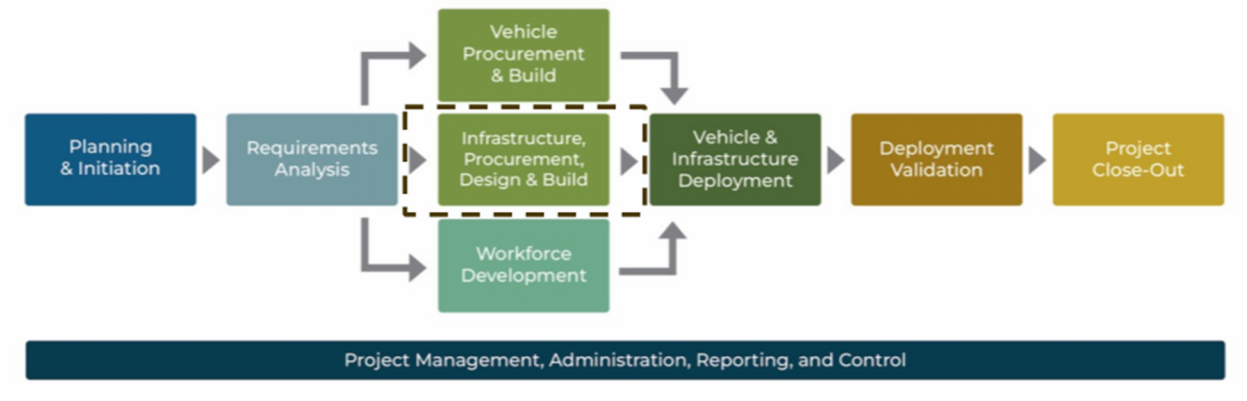
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Executive Summary

The New Orleans Regional Transit Authority (NORTA), hereafter RTA, is expanding its fleet of zero-emission vehicles through the Low or No Emission Grant Program, which provides $71.4 million in funding. This Accelerating Zero-Emissions Mobility for a Resilient New Orleans project aims to procure and deploy up to twenty-three (23) zero-emission vehicles, install charging infrastructure, provide backup power, re-tool the maintenance program, re-train staff, and build a workforce pipeline. The project will reduce harmful diesel emissions by retiring twenty of the oldest vehicles.

The **Accelerating Zero-Emissions Mobility for a Resilient New Orleans Project** was kicked-off on November 13-15, 2024, during which project team members RTA, Center for Transportation and the Environment (CTE), and Jacobs Engineering Group Inc. (Jacobs) reviewed project objectives, scope, and roles/responsibilities. During the kick-off, CTE presented their Smart Deployment Methodology governing the entire project, below.



Jacobs is responsible for the Infrastructure Procurement, Design, and Build phase of the project, hereafter referred to as the "Infrastructure Project." The purpose of this document is to describe the activities to be conducted during this phase. CTE and Jacobs will coordinate through all phases of the Accelerating Zero-Emissions Mobility for a Resilient New Orleans Project.

Jacobs, under subcontract to MSMM Engineering, LLC, executed Phase 1 of the project, which included reviewing project delivery options and conducting a preliminary evaluation of existing facilities to recommend a depot location for the new Battery Electric Buses (BEBs). The selected location is the East Facility at 3900-3938 Desire Parkway, New Orleans, LA 70126.

During the Infrastructure Project, Jacobs will provide services to finalize planning, design, permit, and deliver the infrastructure elements of the project via a Construction Management at Risk (CMAR) framework. This approach, endorsed by RTA, aims to create a cohesive project team that will include RTA as the Owner, the Center for Transportation and the Environment (CTE) who is providing project management and technical support, Jacobs as the Project Engineer, permitting lead, and CMAR coordinator, and the to-be-selected CMAR Contractor to enhance project efficiency, mitigate risks, and maintain quality and cost control.

The Infrastructure Project will proceed with several parallel activities, including planning, permitting, design, procurement, and early construction. Jacobs will facilitate the transition from construction to facility startup, commissioning, turnover, and operation and maintenance.

Key components of the overall project include:

- Procuring up to twenty (20) Battery Electric Buses (BEBs) through CTE. Three (3) BEBs are currently being procured by RTA using previously approved LoNo grant funding bringing RTA's BEB fleet to twenty-three (23).
- Installing up to eight (8) Heliox Flex 180 kW charging cabinets at the New Orleans East bus depot.
- Implementing a power distribution system to support the charging infrastructure.
- Designing a site layout to optimize charging efficiency and operational flow.
- Constructing structural components to support the charging infrastructure and provide shade/protection for the BEBs.
- Developing a microgrid to support charging resiliency, with backup power from diesel or natural gas generators.

Jacobs' Scope of Work for the Infrastructure Project is divided into two articles as summarized below.

- Article A outlines the services required to finalize planning and prepare the Infrastructure Project design. As the Engineer, Jacobs will progress the design from concept to final Construction Documents including site assessment and investigations, schematic design, design development, and final construction documents. Jacobs will lead the permitting effort for both local building and construction permits whereas RTA will lead compliance with the National Environmental Policy Act (NEPA) to be achieved via Categorical Exclusion (CATEX).

- Article B outlines the services provided by Jacobs to assist RTA with executing the CMAR delivery framework including initial CMAR procurement, design coordination, preparation of Construction Work Packages (CWPs), price negotiations, and oversight and administration of the CMAR during construction including resident inspection and quality reviews, change order negotiations, construction completion, startup and commissioning, warranty acceptance and approval, and final project closeout and turnover to RTA.

As described in Section *3, Compensation,* this document provides an overall fee estimate that will be used to establish a Contract Not to Exceed (NTE). Upon execution of the Contract, Jacobs and RTA will negotiate a fee for the activities described on a "task order" basis. For each task order, compensation is expected to be on a lump sum basis. Note that all fees described in this document are preliminary until such time as Jacobs and RTA have agreed on the Contract Terms and Conditions..

Task Order 1 is expected to include all or a portion the fees associated with:

- Task A1 – Infrastructure Project Initiation, Administration and Coordination
- Task A2.1 – Design Management
- Task A2.2 – Site Assessment and Investigation
- Task A2.3 – Basis of Design
- Task B1.1 – CMAR Procurement

DRAFT

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1. Project Understanding

1.1 Background

The New Orleans Regional Transit Authority (NORTA), hereafter RTA, is a subdivision of the State of Louisiana dedicated to providing public transportation in the New Orleans region. As the State's largest transit agency, RTA operates thirty bus routes, five streetcar routes, two ferry routes, and an ADA paratransit service. Bus and streetcar service include five routes with peak-service frequencies of 15 minutes or better, as well as eleven routes that operate 24 hours/day. RTA's service area is dense, covering more than 500,000 people and 230,000 jobs over a land area of about 185 square miles in Orleans, St. Bernard, and Jefferson Parishes. This service area includes major employment centers and tourist destinations such as New Orleans' French Quarter and Central Business District; nine higher educational institutions such as Delgado Community College, Xavier University, Tulane University, and the University of New Orleans; major healthcare systems such as University Medical Center, the Southeast Louisiana Veterans Health Care System, Tulane Medical Center; and numerous commercial districts and shopping centers.

RTA received grant funding through the Low or No Emission Grant Program to expand the fixed-route fleet of zero-emission vehicles. The funding, totaling $71.4 million, is allowing the agency to procure twenty zero-emission vehicles; install charging infrastructure; provide backup power to support charging resiliency after major storm events; re-tool the maintenance program; re-train the staff and build a workforce pipeline. The zero-emissions fleet will be expanded from three to twenty-three battery electric buses allowing RTA to retire older vehicles, reducing harmful diesel emissions in communities with some of the highest diesel particulate matter and asthma rates in the nation.

Jacobs, under subcontract to MSMM Engineering, LLC, completed a task to review and propose a project delivery approach as well as to conduct a preliminary evaluation of RTA existing facilities to recommend a location to serve as the depot for the new Battery Electric Buses (BEBs). The following tasks were carried out:

- Task 1 – Review and Recommendation for Infrastructure Project Delivery Options
- Task 2 – Preliminary Infrastructure Project and Site Planning

1.2 Infrastructure Project Delivery Framework

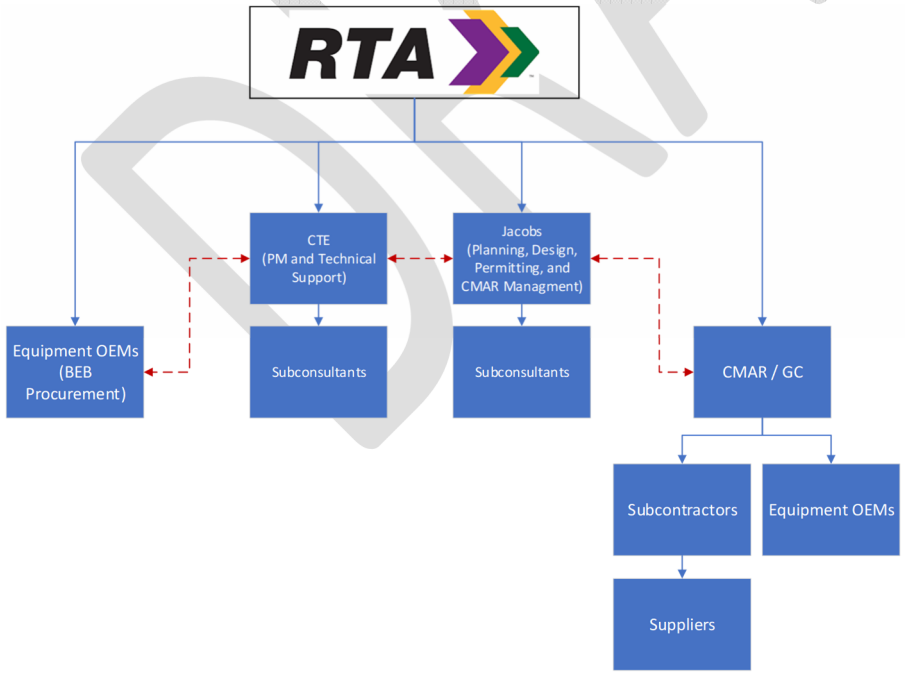
Building on the completion of these tasks, RTA has requested that Jacobs provide a scope of services to deliver the Infrastructure Project under the Low or No Emission Bus Grant Program (Infrastructure Project) via a Construction Management at Risk (CMAR) framework. The goal of the CMAR framework is to create an Infrastructure Project Team which will include the Owner (RTA), Owner Project Management and Technical Support Team (CTE), Design, Permitting, and Construction Team (Jacobs), and CMAR to work seamlessly to successfully design and construct the proposed Infrastructure Project. The purpose of this coordinated approach is to identify and mitigate risks, increase efficiency in the Project schedule and sequencing, enhance constructability and cost estimating, streamline project execution, and maintain adequate operations during construction while also maintaining quality and cost control throughout the process.

While the CMAR will be procured directly by RTA, Jacobs will facilitate this process and provide RTA with services described in Article B following execution of the CMAR contract. Additionally, Jacobs will serve as the Engineer to execute infrastructure planning, permitting, designing, bidding, and services during construction to successfully deliver on the grant requirements. Preparing the design and facilitating the CMAR will allow the work to be efficiently executed considering RTA's goals, budget, and timeline.

The Center for Transportation and the Environment (CTE) entered a contract with RTA to provide overall project management, conduct bus, route, charge and rate modeling, assist with technical specification evaluation, and vehicle procurement technical support, performance validation and KPI reporting of up to twenty-three (23) Battery Electric Buses and charging infrastructure under the Low-No Emissions Grant funding. In this capacity, CTE will act as the overall Project Manager and provide input into the overall design and execution of the Infrastructure Project through the outputs of the system's analysis and the available technology in the market. Also, CTE will provide overall project administration support / staff augmentation in accordance with their contract with RTA. CTE will be a key stakeholder that will provide project information and recommendations regarding project technologies and coordination across the various project components. In support of this effort, additional details outlining the scope responsibilities of Jacobs and CTE can be found in Appendix A: Jacobs/CTE Scope Alignment Matrix.

See Exhibit 1-1 for an overall delivery team framework. Solid lines represent contract mechanisms whereas dashed lines indicate oversight, management, and reporting responsibilities. For example, while CTE is directly contracted with RTA, Jacobs and CTE will coordinate on technical issues related to bus procurement and charging infrastructure as well as day-to-day project coordination. Similarly, the CMAR, which may also serve as the General Contractor (GC), will be contracted with RTA while Jacobs will monitor and manage the CMAR's performance to align with project objectives, budget, schedule, and maintain quality control.

Exhibit 1-1 - Delivery Team Framework



1.3 Project Location

During Phase 1, two potential sites were evaluated as potential locations for the implementation of the twenty new battery electric buses (BEB):

- Phillip Randolph Facility located at 2817 Canal Street, New Orleans, LA 70119
- East Facility located at 3900-3938 Desire Parkway, New Orleans, LA 70126

Phase 1 resulted in the determination that the Project would be located at the East Facility.

1.4 Project Definition

Various site evaluation criteria were considered including facility compatibility, power availability, equity, and site resiliency. Based on the evaluation, the East Facility was selected for further analysis and design in Phase 2. Two site layout options were explored as shown in Exhibits 2 and 3.

As shown in Exhibits 2 and 3 and as described in the Low-No grant application, the major components of the project include the following:

- Up to twenty-three (23) Battery Electric Buses (BEB) including twenty (20) to be procured with the assistance of CTE. See the Low-No grant application for more details on the procurement strategy using existing state contracts and through qualified OEMs. Estimated delivery for BEBs is 18-24 months.
- Charging cabinets to provide the necessary power to chart multiple buses simultaneously. The Low-No grant named Heliox Flex 180 kW charging cabinets (requires 480 VAC) to be located at the New Orleans East bus depot. RTA/CMAR will purchase up to eight (8) cabinets and up to 30 dispensers.
- Dispenser cabinet pantographs at the depot, one for each bus to be supported via an overhead utility rack / canopy that will house the power distribution infrastructure and provide shade / protection for the BEBs.
- Power distribution system / hub to transmit power from the electrical utility to the charging cabinets and dispensers. Power distribution systems may include transformers, switchgear, Automatic Transfer Switch (ATS), and distribution panels to support the charging infrastructure. Cable raceway and cabling will be designed to efficiently deliver power either via underground duct bank / conduit or via overhead utility rack and raceway.
- Site layout design for the placement of the power distribution center (PDC), the charging stations, routing of power cables, and arrangement of buses to optimize charging efficiency and operational flow.
- Structural components to support the charging infrastructure and provide shade / protection for the BEBs. Structural components are expected to include a canopy that simultaneously serves as a power raceway or utility rack. The canopy may also serve to support the installation of solar panels contributing to renewable energy generation.
- Microgrid to support charging resiliency. The primary source of power for the charging infrastructure will be from the local utility, Entergy, which will require routing of feeders from an

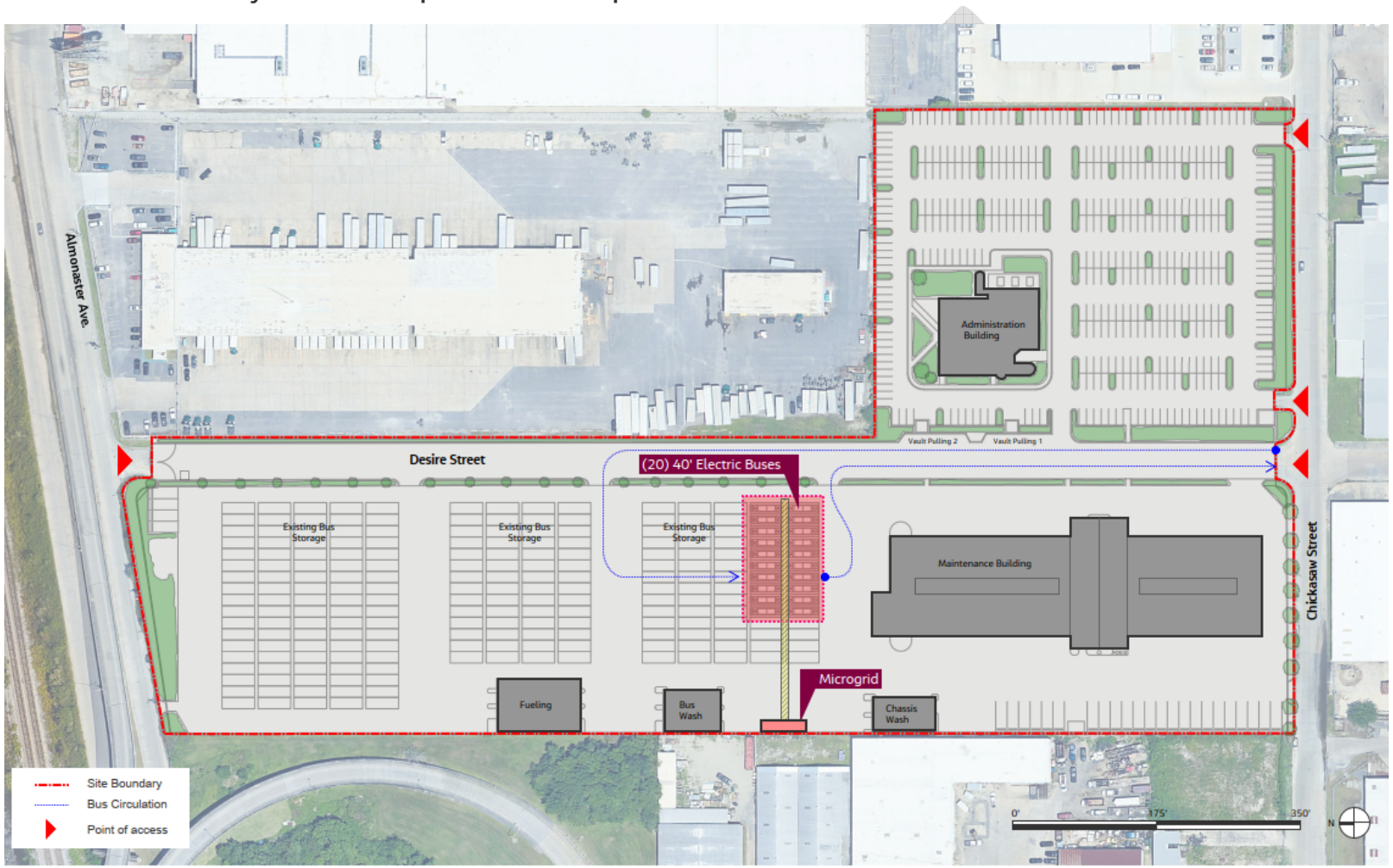
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appropriate take-off location to the PDC or yard switchgear. Given the vulnerabilities that were exposed during Hurricane Ida, backup power is necessary to ensure uninterrupted operation. Multiple forms of distributed energy resources (DER) will be evaluated during the schematic design to meet resiliency needs while also balancing environmental considerations. Options may include solar power (e.g., integrated into canopy structures or adjacent parcels), battery energy storage systems, and backup generation. While traditional generators, such as diesel or natural gas, could provide an appropriate level of redundancy (e.g., N+1 configurations), alternative solutions that reduce emissions and improve long-term sustainability will also be explored. While backup generators dedicated exclusively to the Depot's charging infrastructure are not a true microgrid, this approach is the most straightforward.

- In addition to the new facilities related to the charging infrastructure, the Project also includes upgrades to the maintenance shop and existing diesel fueling facilities to enable the return of a portion of RTA's existing diesel bus fleet. The nature and extent of the shop upgrades and fuel system maintenance has not been fully defined. For pricing, an allowance has been included in the Contract NTE to cover the design and incorporation into Construction Work Packages (CWP).

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Exhibit 1-2 - East Facility Electric Bus Implementation Sample A

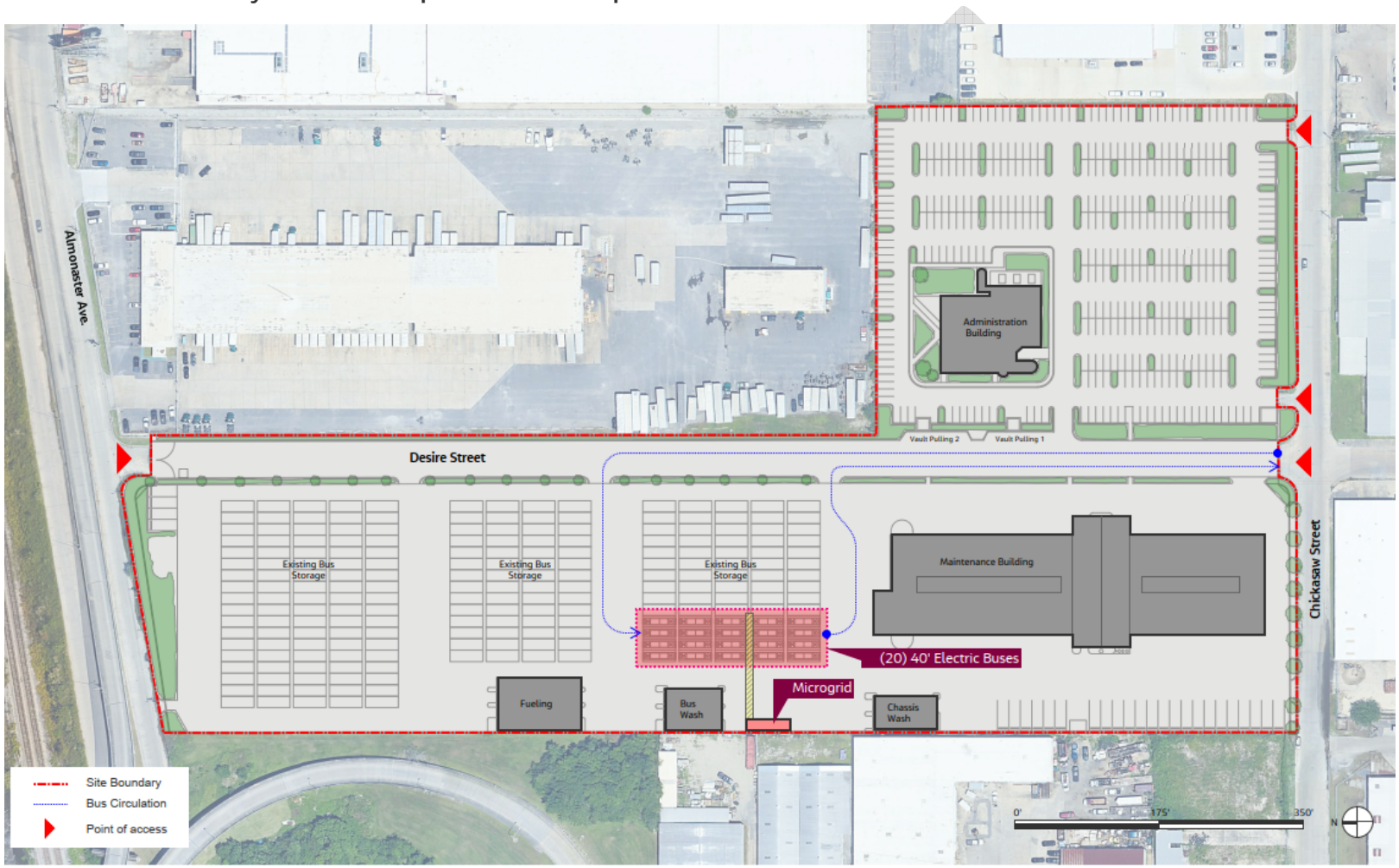


RTA Regional Transit Authority Jacobs

RTA East Facility, New Orleans LA

Siteplan - Option A

Exhibit 1-3 - East Facility Electric Bus Implementation Sample B



RTA Regional Transit Authority Jacobs

RTA East Facility, New Orleans LA

Siteplan - Option B

1.5 Infrastructure Project Timeline

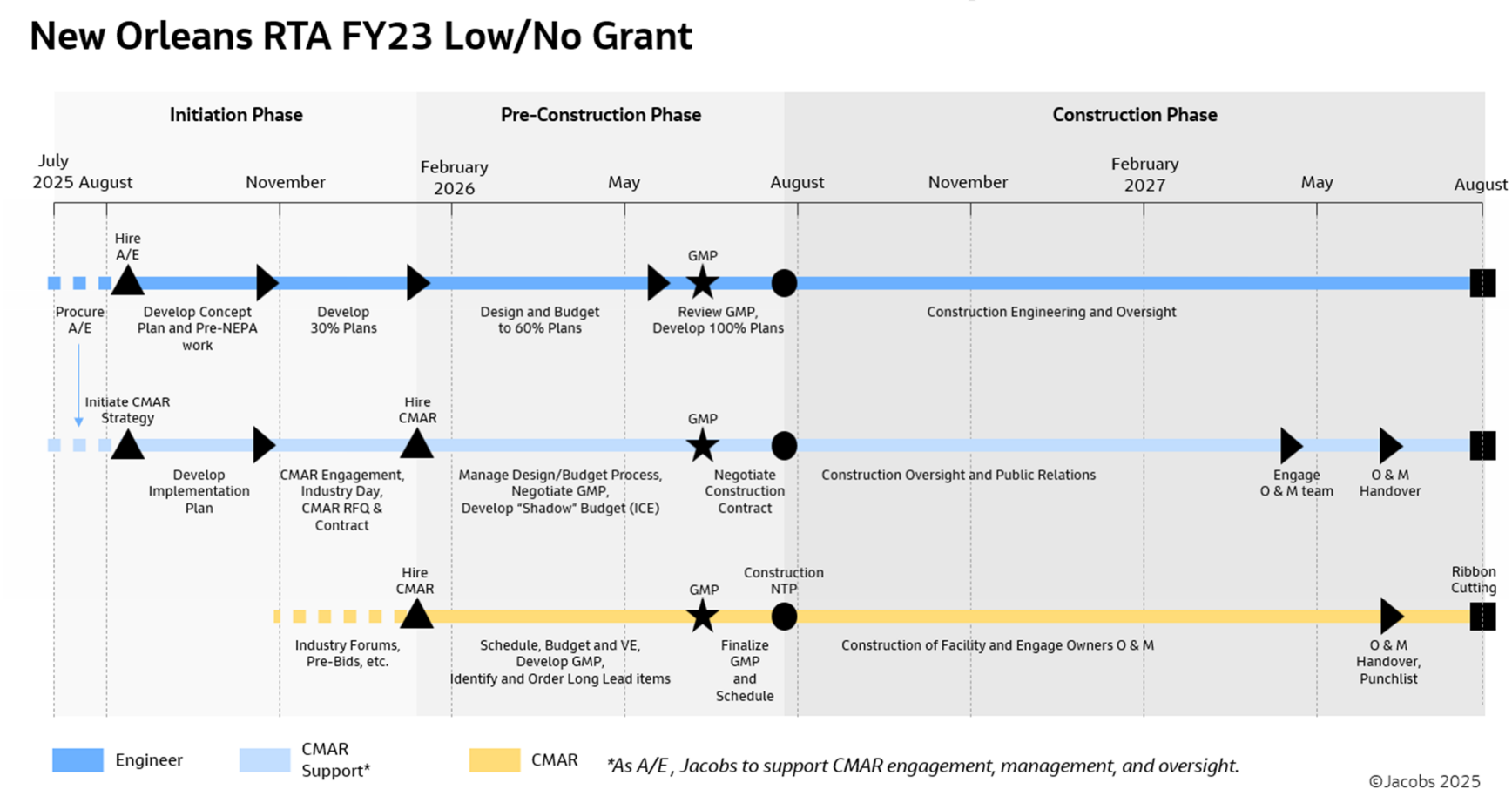
The alternative delivery framework selected by RTA will allow the Low-No project to proceed with various delivery activities (planning, permitting, design, procurement, early construction, etc.) occurring in parallel. As shown in Exhibit 4, the project includes the following phases:

- **Infrastructure Project Initiation Phase -** The Initiation Phase of the Infrastructure Project begins by validating the project definition, finalizing the project delivery method, developing project governances, identifying the necessary permits, and initiating the CMAR procurement. RTA recently received notice from FTA that a Categorical Exclusion (CATEX) has been or will be granted to the Project. Jacobs will advise on early procurement activities that may assist with achieving the project timeline, either separate from or part of the CMAR. The Initiation Phase will include preparation of 30% plans, CMAR engagement, and CMAR procurement.
- **Pre-Construction Phase -** Pre-Construction Phase activities including design delivery leading up to a 30% design level. Once procured, the CMAR will conduct a constructability and value engineering review of the 30% design. Comments will be incorporated and the collaborative delivery model[1] will progress the design to a 60% level to support pricing and development of a preliminary Guaranteed Maximum Price (GMP). The GMP will continue to be refined and negotiated with the CMAR through to the 100% design level to ensure alignment with final construction documents and Infrastructure Project objectives.
- **Construction Phase –** Upon negotiating the GMP, the Infrastructure Project will enter the Construction Phase, where one or multiple Construction Work Packages (CWPs) will be prepared, and construction will commence. Upon construction completion, the Infrastructure Project will be transitioned from construction to facility startup, commissioning, turnover, and operation and maintenance. Jacobs will facilitate this transition in partnership with the CMAR and RTA staff.

As described in Sections 2 and 3 of this documents, Jacobs' Scope of Work includes various tasks that will be executed during each of these phases, with some tasks overlapping between phases. The table below provides a crosswalk between the overall project phases and the specific tasks to be delivered as part of this scope. Additionally, a preliminary project schedule is attached in Section 4: Delivery Schedule to provide an overview of project milestones highlighted in Exhibit 4. The Delivery Schedule serves as an initial framework to guide project execution but remains subject to refinement as the project progresses, and evolving conditions necessitate adjustments.

[1] The collaborative and iterative design process, including coordination with the CMAR during design, is a basic service that will be performed through the life of the Design. When the CMAR comes onboard at the 30% design stage, they will review the then current basis of design, plans, and specifications and their feedback will be incorporated into the next design phase. As the design progresses, the CMAR will provide continual feedback via constructability reviews and value engineering efforts that will be incorporated. From the post-30% design review on, wholesale changes to the design approach (i.e., changing footprints, major structural changes, adding or changing previously determined microgrid components, etc.) are not anticipated. Rather the focus would be on refinement and cost optimization. In summary, iterative design is a basic service and is accounted for in the scope with the exception of significant design changes that require complete rework after the CMAR initial review at the 30% design stage.

Exhibit 1-4 - Timeline for Design (Assumed August 1, 2025, start date)



Note: The "New Orleans RTA FY23 Low/No Grant" timeline above is preliminary and subject to modification upon execution of the contract and commencement of the services described herein. A detailed schedule for the infrastructure project will be provided to RTA following contract execution.

Table 1 - Crosswalk between Infrastructure Project Phases and Tasks

Project Tasks	Project Phase		
	Initiation	Pre-Construction	Construction
A1 - Project Initiation and Coordination			
A1.1 - Infrastructure Project Manager	☑		
A1.2 – Project Implementation Plan and Strategy	☑		
A1.3 – Project Execution Plan	☑		
A1.4 – Project Coordination and Reporting	☑	☑	☑
A1.5 - Project Document Management & Scheduling	☑	☑	☑
A2 – Engineering Design			
A2.1 – Design Management	☑	☑	
A2.2 – Site Assessment & Investigations	☑	☑	
A2.3 – Basis of Design	☑	☑	
A2.4 – Project Design	☑	☑	
A3 - Permitting			
A3.1 - Pre-Design / NEPA (RTA Lead)	☑	☑	
A3.2 - Construction Permitting		☑	
A3.3 - Coordination with State Fire Marshal		☑	
B1 – CMAR Procurement, Design, and Construction Initiation			
B1.1 – CMAR Procurement	☑		
B1.2 – CMAR Design Coordination		☑	
B1.3 - Guaranteed Maximum Price (GMP) Negotiations		☑	
B1.3 - Construction Work Packages			☑
B2 - Construction Phase			
B2.1 – Construction Administration Services			☑
B2.2 - Resident Engineer			☑
B2.3 – Engineering Services During Construction			☑
B2.4 – Startup and Commissioning Support			☑
B2.5 – Construction Closeout			☑

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2. Scope of Work

Article A –Infrastructure Project Management, Permitting, and Design Scope of Work

As part of this Article, Jacobs will work with RTA and CTE. CTE will provide project management, administrative, and technical support to RTA to successfully plan, permit, and design the Infrastructure Project. Appendix A provides a comparison of the services provided by CTE versus those provided by Jacobs as described herein. Some of the work described in this Article will be conducted concurrently with that described in Article B where Jacobs will develop an effective CMAR engagement strategy, procure a CMAR, and oversee the CMAR efforts to construct and commission the Project. Jacobs will serve as a representative to RTA who may be authorized to act on behalf of RTA, the limits of which will be determined during Infrastructure Project initiation. The duties and responsibilities and the limitation of authority of Jacobs as a representative of RTA during planning, permitting, design, or construction shall not be extended without written consent of RTA.

Article A includes the following tasks:

- Task A1 – Infrastructure Project Initiation, Administration, and Coordination
    - Infrastructure Project Initiation
        - Infrastructure Project Manager
        - Infrastructure Project Implementation & Strategy
        - Infrastructure Project Execution Plan
    - Infrastructure Project Administration and Coordination
        - Infrastructure Project Coordination & Reporting
        - Infrastructure Project Document Management & Scheduling
- Task A2 – Engineering Design
- Task A3 - Permitting

Task A1 – Infrastructure Project Initiation, Administration, and Coordination

A1.1 – Infrastructure Project Manager

Jacobs will provide an Infrastructure Project Manager responsible for delivering the contract Scope of Services within budget and on schedule. Jacobs will work closely with CTE and the RTA to facilitate strategic decisions, set priorities, and manage project resources for the Infrastructure Project. Jacobs will be responsible for planning, tracking, and reporting on outputs and outcomes and providing a strategic overview in collaboration with task leads for the RTA. Additionally, Jacobs will manage and oversee the Infrastructure Project budget, supporting team coordination and quality of final deliverables. While Jacobs drives the infrastructure-specific work, overall project management remains with CTE, who integrates Jacobs' milestones into the master timeline and maintains holistic project oversight.

A1.2 – Infrastructure Project Implementation Plan and Strategy

Jacobs will review the grant application and preliminary concepts with both RTA and CTE to confirm overall requirements and define overall Infrastructure Project objectives. Jacobs will participate in a meeting, organized by CTE, to arrive at a mutual understanding of the grant requirements, Infrastructure Project scope, delivery method, budget, and timelines. This effort will also serve as a chartering meeting to initiate the design effort and the CMAR delivery strategy.

The following items will be discussed and developed during this subtask. These items will be further refined during Infrastructure Project execution:

- Define the Infrastructure Project (design, budget, and schedule and NEPA approvals)
- Define the process, schedule, and relationships during the Design process.
- Review RTA design criteria standards, preferences, and equipment that will serve as the basis of design.
- Review permitting requirements and regulatory coordination including NEPA and local building permits.
- Initiate discussions regarding bidding and procurement policies
- Define the process, budget, schedule, and relationships during the Construction process.
- Define the CMAR Engagement, Procurement and Negotiation Process
- Define the Exit Ramps in the CMAR contract.
- Define the Commissioning, Testing and Warranty issues and processes.
- Define the GMP and Construction Contract definitions and details.
- Review Infrastructure Project administration efforts such as reporting and invoicing procedures, health and safety, quality management, and communication / coordination protocols between Jacobs, RTA, and CTE.

A1.3 – Infrastructure Project Execution Plan

Within 30 days of contract execution, Jacobs shall prepare and submit an Infrastructure Project Execution Plan (IPEP). The IPEP will include the following elements:

- **Infrastructure Project Baseline Schedule** showing start and finish dates, predecessors, and successors for tasks; submittal dates for draft deliverables, anticipated RTA review times, and submittal dates for final deliverables; expected dates for workshops and meetings; NEPA and local permitting timelines; CMAR delivery stages including procurement, constructability reviews and budgeting / scheduling by CMAR, and price negotiations; major equipment procurement timelines (under CMAR); construction initiation, construction completion, commissioning , training, and turnover to RTA for operation.
- **Infrastructure Project Decision Log** including a log with the relationship between key RTA decisions, design progression, workshops, and procedures to be followed for documenting and confirming key decisions.

- **Infrastructure Project Team Organization Chart** showing the roles and responsibilities of companies and staff involved.
- **Health and Safety Plan** describing the health and safety program to be observed by Jacobs. A copy will be provided to all Project team members.
- **Quality Management Plan (QMP)** describing the overall process that Jacobs will employ to provide quality during design and construction planning. The QMP will describe roles and responsibilities related to quality management, quality assurance/quality control (QA/QC), and corrective action procedures.
- **Infrastructure Project Communication** approach that includes a matrix outlining what will be followed for written, electronic, and verbal communication within the Project team and external stakeholders.
- **Risk Management** including a risk register to identify Infrastructure Project risks, leads to managing those risks, estimated probabilities of occurrence, consequences, and mitigation/resolution of risks.

A1.4 – Infrastructure Project Coordination and Reporting

The following activities are project coordination and reporting efforts that Jacobs will conduct throughout all phases (i.e., during Articles A and B efforts) of the Infrastructure Project:

- Attend overall project progress meetings organized by CTE at bi-weekly or monthly intervals, depending on projects' needs.
- Manage and lead Infrastructure Project specific coordination meetings either on a weekly or bi-weekly basis, depending on project needs.
    - Representatives of the RTA, CTE and Jacobs will be in attendance. The CMAR will attend based on the responsibilities defined in the CMAR contract.
- Manage project administration tasks specifically related to the Infrastructure Project, including construction schedule, budget, document management, and reporting.
- Provide monthly Infrastructure Project progress updates to support CTE with tracking and reporting on overall Project tasks, risks, budgets, and timeline. This update may include brief descriptions of the work completed, potential risks identified with the accompanying mitigation strategies, and overall health of the Project.
- Conduct regular Infrastructure Project coordination meetings, with frequency determined by project requirements and team availability. These meetings will seek alignment across stakeholders and facilitate effective decision-making.
- Providing support to CTE on project activities related to the design and construction of the Infrastructure Project, seeking alignment with RTA's overall project goals.

A1.5 – Infrastructure Project Document Management & Scheduling

The following activities are document management and scheduling efforts that Jacobs will conduct throughout all phases (i.e., during Article A and B efforts) of the Infrastructure Project:

- Utilize RTA's share drive for uploading design and construction documents. As noted in Task B2.1, a separate construction document management platform will be provided through the CMAR.
- Provide requested Infrastructure Project scheduling data and coordinate with CTE to support overall schedule integration and identify key milestones in the master timeline. Jacobs acknowledges that the construction schedule for the Infrastructure Project will remain separate from CTE's overall project schedule.
- Support CTE in maintaining relevant construction documents through a Jacobs licensed corporate construction management software. These documents may include but are not limited to the construction schedule, risk log, RFI log, etc. Refer to Section B2.1 "Construction Administration Services.

A1 Assumptions

- CTE is responsible for integrating the construction schedule milestones from Jacobs' Infrastructure Project into the master project timeline and/or schedule.
- As part of Task A1.2, Jacobs will work closely with RTA and CTE to align grant requirements, project scope, budget, and timeline during a project kickoff meeting. It is assumed that CTE will lead the meeting and prepare meeting minutes and follow up action items.
- Jacobs IPEP may exist as a stand-alone document or be incorporated into the "project workbook" to be prepared by CTE. Alternatively, CTE may provide input to Jacobs for incorporation into the document.
- The Risk Management Plan assumes that initial risk can be identified based on the information available at the time of IPEP preparation, with the understanding that risk may evolve over the project life cycle.
- Communications and coordination protocols between RTA, CTE, and Jacobs will be established during the chartering meeting.
- The identification of project stakeholders assumes that RTA and CTE will provide a list of known stakeholders or assist in their identification.
- Attendance and participation in a meeting to refine the Infrastructure Project Implementation Plan and Strategy.
- Attendance of the bi-weekly or monthly CTE-led project meetings by the Project Manager, Design Manager, and up to two (2) design leads depending on the scope of discussion.

A1 Deliverables(s)

- IPEP that will include a detailed schedule, decision log, team structure, safety and quality plans, communication strategy, and risk management plan. A DRAFT will be submitted for RTA review and comments addressed to produce a FINAL IPEP.
- Monthly construction reports and photo documentation summarizing design and construction activities, milestone achievements, and schedule updates to support overall Project coordination and tracking.

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- Infrastructure Project scheduling data (updated monthly) for coordination with CTE and RTA to support overall schedule integration.
- Monthly progress report on status of Infrastructure Project to RTA and CTE. This report may include brief descriptions of the work completed.
- Risk Register (updated monthly) for collaboration with RTA and CTE throughout the Infrastructure Project duration.

Task A2 – Engineering Design

This Task outlines the services required to progress the design from the concept level through 30%, 60%, and 100% design. The basis of design is twenty-three (23) battery electric buses (BEBs) to be supported by Heliox charging infrastructure. Power will be provided to the Heliox charging infrastructure through a combination of high-capacity power cabinets and dispensers such as the 180 kW and 450 kW units. These cabinets will convert and manage electrical power from the grid or other sources (i.e., a microgrid). The power will be distributed to the dispensers to deliver the appropriate voltage and current to the BEBs via pantographs.

Various disciplines will be involved in the design including electrical, civil, geotechnical, structural, and mechanical. The efforts of each discipline will be coordinated through a design manager who will serve as coordinator and integrator of the various systems. Anticipated effort for each discipline is presented below.

- **Architectural** - develop and refine the project's architectural layout and aesthetic elements, ensuring seamless integration with functional requirements, regulatory standards, and environmental sustainability.
- **Electrical** – design and implement the power distribution system, including transformers, switchgear, and charging cabinets, integrating backup power generation needed.
- **Civil** – plan and design the necessary civil works including foundations for the utility rack and canopy, pavement analysis, stormwater management plan/analysis, and modifications to the existing parking areas.
- **Structural** – design the elevated rack for cable routing, potentially integrated with a canopy to provide shade and over the buses. The design will comply with current building codes and establish criteria for structural integrity considering various loading factors. Structural engineers will work closely with electrical and civil disciplines to integrate the structural elements with the charging infrastructure and site layout.
- **Mechanical** – plan and design the mechanical systems including backup power generation. Backup power generation may be in the form of diesel or natural gas generators or potentially renewable energy sources such as solar panels.
- **Environmental** – assess and mitigate the environmental impact of the project including noise and emissions. This discipline will support permitting efforts in compliance with environmental regulations.

Engineering design will include the following subtasks:

- **2.1 - Design Management** – Activities required to coordinate and manage the efforts of a multi-disciplinary team to produce design deliverables in alignment with RTA goals and Low-No grant requirements.
- **2.2 – Site Investigation** – Site investigation to characterize the project site and obtain the necessary information to prepare design documents.
- **2.3 – Basis of Design (BOD) –** Document that outlines the design intent, key design criteria, equipment requirements, design delivery approach, technical details, and pertinent references and standards.
- **2.4 Schematic Design (30% PS&E)** – Schematic design efforts will involve discipline specific efforts including civil, structural, electrical, and controls. Discipline specific efforts will be integrated into an overall basis of design and PS&E for RTA review.
- **2.4 -Design Development (60% PS&E)** – Design development will be executed in coordination with the CMAR Contractor.
- **2.5 – Construction Documents (100% PS&E)**- Final design efforts will involve finalizing and addressing RTA comments as well as incorporating feedback and value engineering recommendations from the CMAR Contractor into a final set of PS&E.
- **2.6 – Construction Work Packages** – Final PS&E will be packaged into multiple CWPs. Early work may commence prior to finalizing all discipline specific CWPs.

A2.1 – Design Management

Jacobs will assign a design manager to coordinate the efforts of the multi-disciplinary engineering team. The design manager will partner with the project manager to deliver work products at key milestones through the following activities:

- Manage the execution of the design scope and preparation of deliverables in accordance with the Project scope and objectives.
- Develop subcontractor scopes of work for site assessment and investigation including topographic surveys, utility surveys, environmental surveys, and geotechnical investigations.
- Develop the basis of design in coordination with discipline leads, establish design standards, tools, procedures, while overseeing production of project plans, specifications, and cost estimates.
- Hold regular meetings with discipline leads and project team members to progress the work through successive design phases, managing the design process from concept to completion.
- Identify and manage design and construction risks to minimize impact on project delivery.
- Conduct and coordinate design reviews in alignment with established QAQC procedures.
- Establish a document control and management system to maintain version control, document quality reviews, and efficiently produce project deliverables.
- Manage resources effectively including personnel and design resources.

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A2.1 - Assumptions

- A design manager will coordinate and oversee the multi-disciplinary engineering team.
- Scopes of work will be drafted and submitted to subcontractors for site investigations, as described in Task A2.2, for pricing and subcontracting.
- Once the design phase begins, bi-weekly team meetings will be held to seek alignment and progress the work across design phases. Weekly meetings will be held as critical milestones are approached.
- Jacobs assumes that any changes to the project scope or objectives during the design phase will be communicated promptly by RTA and CTE to allow for adjustments in the design management process.

A2.1 - Deliverable(s)

- Design team meeting agendas, notes, and actions.
- Draft Subcontractor scopes of work
- Input to the Infrastructure Project Execution Plan (IPEP) including QAQC plan, document controls plan, and resource management plan.
- Input to master project schedule.
- Risk Register for design and construction risks.

A2.2 – Site Investigations

This task involves collecting existing information on RTA's facilities not previously obtained as well as coordination with the local utilities. In addition, Jacobs will procure subcontractors to conduct site investigations including a topographic and infrastructure survey, a subsurface utility investigation (SUE), and geotechnical investigation as outlined below. The geotechnical investigation will focus on the adequacy of the existing pavement to support the BEBs and the foundation design required to support the structural components (utility rack / canopy, generator foundation(s)). Site assessment and investigation comprises four (4) subtasks including:

A2.2.1 – Collect and Review RTA Provided Information

Jacobs will collect and review existing site plans, specifications, submittals, and other pertinent information provided by the RTA. This may include past project information, as-built drawings, and recent testing results within proximity of the proposed project location.

A2.2.2 – Site Visits and Utility Coordination

Jacobs will conduct an initial site visit with RTA to evaluate the existing conditions and discuss the layout of the new depot including location, orientation, access, and traffic flow. Jacobs will review the existing utilities with RTA to establish interconnections with the proposed facilities.

This task also includes coordination and information gathering with the local gas and electric utility, Entergy, to understand the available gas supply and electric grid capacity in the vicinity of the project. This

information will be used to establish the basis of design for the yard switchgear or power distribution center (PDC)that will feed the charging infrastructure. A key aspect of this effort will be to initiate conversations with Entergy on whether new utility-owned infrastructure will be required and associated agreements for initiating this effort. The priority will be on utilizing existing infrastructure, but hardness and reliability of the existing power feed will be a primary consideration.

A2.2.3 – Topographic and Infrastructure Survey

A subconsultant to Jacobs will conduct a topographic and infrastructure site survey utilizing surveying techniques, including GPS observations and total station measurements, to establish control points referenced to the Louisiana State Plane coordinate system (NAD83) and elevations based on NAVD88. A benchmark and temporary benchmark (TBMs) will also be established. The subconsultant will survey and document existing site features such as building edges, curbs, vegetation, utilities, pavement types, and drainage structures within the project footprint at RTA's Desire Parkway Facility. Cross-section data will be collected to support design development. A utility survey will also be conducted, with underground utility locations identified via Louisiana One Call and the subsurface utility exploration (SUE) data provided. A site map in Civil 3D will be prepared, including surface modeling and point files.

A2.2.4 - Geotechnical Investigation and Data Report

Jacobs will develop a scope of work for a geotechnical consultant to conduct a geotechnical investigation and prepare a data report. The data report will include an analysis of existing published geologic maps and/or available geotechnical reports provided by RTA to evaluate the anticipated subsurface conditions and to identify potential geotechnical/geologic hazards. In addition, soil borings will be collected to characterize subsurface conditions and develop subsurface profiles. The depth of borings will be dictated by the anticipated infrastructure and foundation support requirements; however, a minimum of three (3) three (3) inch undisturbed borings to a depth of one hundred feet below ground surface (bgs) as well as three (3) cone penetrometer tests (CPTs) are anticipated. Soil borings will be backfilled with non-shrink cement bentonite grout and paved surfaces will be patched with cold patch asphalt or rapid set concrete. Field boring logs will be prepared and maintained by a field engineer under the supervision and responsible charge of a Louisiana-licensed geotechnical engineer based upon examination of spoil material and recovered samples. Undisturbed soil borings will undergo detailed soil laboratory testing to determine the following:

- Moisture content (ASTM D2216)
- Unit weight (ASTM D7263)
- Sieve analysis ASTM D6913) with Wash 200
- Atterberg limits (ASTM D4318)
- Direct shear test (ASTM D3080)
- Undrained shear strength (ASTM D2850, D4767)
- Consolidation tests (ASTM D2435)
- Laboratory compaction (ASTM D698)
- Corrosion suite

- Soil Resistivity (ASTM G57)
- Soil pH (ASTM G51 or ASTM D4972)
- Sulfate Content (EPA Sulfate E375.4)
- Chloride Content (EPA Chloride E-325)
- Estimated Seasonal Groundwater

As part of the geotechnical data report, soil profiles will be developed to define subsoil design parameters that will be used by Jacobs geotechnical engineer to evaluate options for the design of foundations.

A2.2.5 –– Subsurface Utility Exploration

A subconsultant to Jacobs will perform a subsurface utility exploration (SUE) using non-intrusive sub-surface detection equipment (such as GPR, potholing, etc.) within the project area. SJB will mark underground utilities with spray paint and conduct potholing of the key existing utilities as needed to coordinate with future foundation elements as well as underground electrical duct banks. Up to ten (10) potholes are assumed. Subsurface utility investigation will be conducted per ASCE 38-22 Quality Level B. A utility location map in Civil 3D 2018 or never version will be prepared and submitted along with a written summary and map of utility locations.

A2.2 Assumptions

- Jacobs assumes that RTA will provide access to the project site for conducting site investigations.
- Available information for the project site previously obtained or available to RTA will be provided to Jacobs in a timely manner including as-builts, drainage plans, utility information, and any previously collected geotechnical data.
- Prior to the geotechnical investigation, a site map showing locations of the borings/CPTs will be provided with GPS coordinates. As an additional precaution the exploration locations will be checked for utility conflict using geophysical surveys performed by an independent consultant.
- Permit fees and facility access will be provided by RTA.
- Borings will be terminated at the specified depth or practical refusal.
- Day time drilling is proposed for the fieldwork.
- Exploration locations can be accessed using a conventional, rubber-tired drill/CPT rig.
- Environmental contaminants or hazardous materials are not expected to be encountered during the investigation.
- The borings/CPTs will be located using a handheld GPS unit or smart phone.
- A site-specific ground motion hazard analysis or site-specific site response analysis will not be performed.
- With RTA's recent approval of the categorical exclusion to satisfy NEPA compliance, an environmental investigation is not included.

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- In soils, foundation, groundwater, and other subsurface investigations, the actual characteristics may vary significantly between successive test points and sample intervals and at locations other than where observations, exploration, and investigations have been made. Because of the inherent uncertainties in subsurface evaluations, changed or unanticipated underground conditions may occur that could affect total project cost and/or execution. These conditions and cost/execution effects are not the responsibility of Jacobs.

A2.2 Deliverable(s)

- Site assessment, review of the owner information database and a site visit technical memorandum documenting existing conditions, layout, utility coordination and traffic flow.
- Geotechnical investigation report, including a vicinity reference map, project site location plan with boring/CPT locations, literature review of existing geotechnical data, field boring logs, laboratory testing results, anticipated soil conditions, and recommendations for foundation design.
- Topographic survey, including surface model and point files
- Subsurface Utility Investigation (SUE) report, including utility location maps and potholing locations

A2.3 – Basis of Design

A basis of design (BOD) document will be prepared at the beginning of the project to outline the project's key parameters and will serve as a reference document throughout the remainder of the design effort. The BOD for the project will document the following general items:

- Project purpose and background
- Physical location and layout of bus depot. Up to three (3) layouts will be considered for the layout of the bus depot as informed by the site data collection effort. Layouts will consider ingress / egress of buses, routing of electric power from Entergy, and considerations for fueling backup generators. The physical layout of the bus depot will be informed by RTA operations for the use, charging, and maintenance of the electric buses as well as future expansion of RTA's BEB fleet.
- Up to two (2) preliminary canopy concepts to align with bus depot layout. Canopy concepts are expected to be structural steel with the ability to integrate solar panels.
- Identification of upgrades to the existing maintenance shop / building and existing fueling system(s), in coordination with RTA operations, that will be necessary to enable the return of a portion of RTA's existing diesel bus fleet.
- Equipment recommendations and vendor-provided information
- Backup power generation assets / microgrid configuration. See above discussion on physical layout.
- Interconnection location and key design parameters for natural gas, service/potable/fire water, fire detection/protection, drainage, auxiliary power connections, lighting, and power distribution
- Schematic level routing of interconnecting utilities including gas, electric, service/potable/fire water, stormwater.

- Electrical single line diagrams

In addition to the general items listed above, the BOD will include a separate section for each discipline (electrical, structural, civil, mechanical, and environmental) including:

- Part 1 – Applicable Codes and Standards
- Part 2 – Permit Requirements
- Part 3 - Discipline Scope of Work Summary
- Part 4 – Design Criteria
- Part 5 – Tools and Software

A2.3 Assumptions

- BOD will serve to define the key design criteria and project components at the concept design stage. This stage will focus on high-level design criteria, with detailed design parameters to be refined in later stages (e.g., 30% design).
- The scope and fee for the design of the maintenance shop / fuel system upgrades will be further defined in the BOD. An allowance for the design has been included within the Contract Not to Exceed (NTE) amount; however, if this effort when combined with other tasks described herein exceeds the Contract NTE, the NTE amount will be subject to increase. See Section Compensation for the allocated allowance.

A2.3 Deliverable(s)

- Preliminary BOD document including Up to three (3) alternatives for physical layout of the facility and two (2) canopy alternatives based on site investigation results and coordination with RTA operations.
- DRAFT BOD at 30% design stage.
- FINAL BOD at 60% design stage.

A2.4 – Project Design

A2.4.1 - Schematic Design (30% PS&E)

Upon approval of the BOD and conceptual plans initiated during Phase 1 by RTA, Jacobs will proceed with preparing schematic design submittals to include 15 to 30% level plans and specifications. Preliminary plans will include site layout, typical sections / details and illustrate the civil, structural, drainage, utility, and electrical design aspects in sufficient detail to assess alignment with RTA project goals and Low-No grant requirements. Additionally, the plans will be accompanied by a Class 3 Engineer's Opinion of Probable Construction Cost (OPCC) with an expected range of accuracy of -30 to -15% low to +10 to +30% high in accordance with the American Association of Cost Estimators (AACE). The OPCC will progress from Class 3 to Class 1 at 100% Construction Documents. The schematic design phase will account for page turn reviews with RTA staff to efficiently gather comments and feedback. These reviews will serve as a structured process for addressing key design concerns and ensuring alignment with project

goals. Comments and questions from RTA will be entered into a design log that will be maintained throughout the project. The design log will identify the issue, potential impact, and resolution.

The schematic design submittal will include the following elements:

- Cover page, sheet index, legends, symbols, and notes sheets
- Site layout drawings indicating demolition requirements, location of switchgear, orientation and alignment of utility rack / canopy structure, utility routing, power distribution routing, and connection points to existing facilities / systems
- Draft layouts and sections of foundations for switchgear, utility rack / canopy, and backup generator(s).
- Schematic design of utility rack / canopy including plan, elevations, and sections
- Preliminary Stormwater Management analysis and drawings including catch basin maintenance, stormwater management features (e.g., retention/detention basins and/or green infrastructure)
- Preliminary equipment sizing and selections
- Preliminary equipment specifications for prepurchase equipment
- Preliminary control narratives for major equipment and processes
- Description of necessary auxiliary / support systems (lighting, fire suppression systems)
- Power supply one-line diagram and site layout drawings, including connection to existing utilities and any new utilities (i.e., microgrid components)
- Preliminary construction specifications consisting of an outline of the technical specifications. Specification submitted at this milestone will be subject to further refinement.
- Engineering analyses and calculations supporting the design
- QA/QC documentation
- OPCC including material take-offs. In addition to an OPCC, Jacobs will prepare estimated operation and maintenance (O&M) costs for the infrastructure to be constructed and installed. This information will be incorporated into a life-cycle cost model that considers capital costs for equipment, construction, maintenance, and utility / charging costs. Charge and utility rate modeling will be prepared by CTE as part of their Phase 2: Requirements Analysis. The inputs for operational costs will be sourced from CTE, RTA, vendors, and other relevant stakeholders. With these inputs, the analysis will follow a structured engineering economic approach to seek cost projections and financial planning for RTA.
- Hazard and Operability (HAZOP) analysis and safety review for the battery electric bus vehicle charging station at the 30 percent design stage. This analysis will focus on identifying potential safety risks and operational hazards within the preliminary design. The analysis will assess the layout involving vehicle movements and pedestrian/vehicle interferences, equipment specifications, electrical systems, and operational procedures to align with safety standards and to mitigate risks such as electrical faults, fire hazards, and equipment failure. This analysis will continue to be updated and refined throughout the Infrastructure Project. Design Question/Feedback Log will be maintained to track design questions that arise during page turn

reviews, tracking identified issues, notes on status, and resolution. This log will be continuously updated through subsequent design phases.

A2.4.2 – Design Development (60% PS&E)

The design development phase will be executed in collaboration with the CMAR. Upon selection, the CMAR will be asked to review the schematic design and provide comments / recommendations for optimizing construction. This will include initial constructability reviews and a value engineering exercise. Comments from the CMAR will be discussed during a design workshop at the beginning of the design development phase. See Appendix A for a draft of CMAR scope of work. Comments and recommendations from RTA and the CMAR will be incorporated into the design development phase to produce 60% PS&E. Jacobs will facilitate a design workshop with RTA, CTE, and CMAR to review the 60% design and begin planning for the development of Construction Work Packages (CWP). Additionally, Jacobs will conduct page turn reviews with RTA staff at the 60% design stages to efficiently gather feedback and ensure alignment. A log of outstanding design questions will be maintained, tracking identified issues, their status, and final resolution.

A2.4.3 – Construction Documents (100% PS&E)

This task will involve incorporating 60% review comments including value engineering efforts to be conducted in coordination with CTE, the CMAR, and RTA followed by preparation of plans, specifications, and estimates to 100% level. Jacobs will submit the construction document (i.e., 100% design) package to RTA and the CMAR for review and comment / approval. Comments will be discussed and reviewed during a final design workshop.

A2.4.3 – Construction Work Packages

Comments and recommendations, as discussed during the design workshops, will be addressed. Upon approval by RTA, the 100% design will be assembled into up to four (4) Construction Work Packages (CWPs) to be issued to the CMAR for final pricing, negotiation, and construction. CMAR, as outlined in Appendix A, may provide in-house pricing on self-performed work or request bids from one or more subcontractors to respond to the CWP with proposed pricing.

A2.4 Assumptions

- RTA and CTE will provide timely reviews and comments on the BOD report.
- A list of technical specifications aligned to the BOD for the Infrastructure Project will be prepared at the 30% design stage.
- Jacobs will facilitate a design review workshop following the submission of schematic design.
- The CMAR contract will be executed and onboarding will be performed in a timely manner (near the end of the schematic design phase). CMAR is expected to provide constructability reviews, value engineering, and feedback during the design development phase. CMAR will provide timely feedback and reviews.
- Up to four (4) CWPs will be developed for pricing and execution by the CMAR. These may include procurement packages, civil / structural work, electrical work, or some combination thereof. Should RTA desire to initiate procurement packages separately from the CMAR due to long lead times for electrical gear for example, one of the CWPs can be repurposed as a Request for Proposal (RFP) in accordance with RTA procurement policies and procedures.

A2.4 Deliverable(s)

- **Schematic Design**
    - 30% design package for RTA review including plans, specifications, and estimate.
    - Presentation, attendance, and meeting minutes from the facilitated design workshop
- **Design Development**
    - 60 % design package for RTA, CTE, and CMAR review including plans, specifications, estimates, as well as relevant updates to documents submitted during previous design phases. At the 60% design stage, the CMAR will engage with preparing construction cost estimates. Jacobs will continue preparation of the OPCC to compare with the CMAR estimates to validate accuracy and reasonableness.
    - Presentation, attendance, and meeting minutes from the facilitated design workshop
- **Construction Documents**
    - 100 % design package for RTA, CTE, and CMAR review including plans, specifications, estimates, as well as relevant updates to documents submitted during previous design phases.
    - Presentation, attendance, and meeting minutes from a facilitated design workshop
- **Construction Work Packages**
    - Up to four (4) CWPs for CMAR execution whether procurement or construction.

Task A3 - Permitting

Jacobs will function as coordinator and the primary point of contact for local construction permits and coordination with the state fire marshal. RTA will lead the efforts associated with the National Environmental Policy Act (NEPA) compliance. This effort is divided into the following activities:

- Construction Permitting (Jacobs Lead)
- Coordination with State Fire Marshal (Jacobs Lead)

A3.1 - Construction Permitting

Jacobs shall coordinate and provide supporting materials to the CMAR to assemble permit applications to governmental authorities having jurisdiction (AHJ) over the Project including the City of New Orleans, State Fire Marshal, and the Louisiana Department of Environmental Quality (DEQ). Coordination with the Louisiana Department of Health (LDH) is not anticipated. The general permitting process includes pre-application meetings and coordination with governmental authorities having jurisdiction (AHJ), preparation and submission of permit applications, collaborating with permitting authorities to address comments and revise applications as needed, and schedule and pass inspections during and after construction.

The following construction permits may be required through the City of New Orleans One Stop Shop. Jacobs will coordinate and provide the necessary design materials to support the permitting applications, whereas the CMAR will be responsible for obtaining these permits including any fee payments.

- **Building Permit:** Required for any construction or significant modifications to an existing facility.
- **Comprehensive Zoning Ordinance (CZO) Compliance:** Required to ensure compliance with zoning regulations, including stormwater management.
- **Mechanical Permit:** For installation of HVAC systems and other mechanical equipment
- **Electrical Permit:** For electrical work related to the charging infrastructure.
- **Plumbing Permit:** If any plumbing modifications are necessary.
- **Stormwater Management Permit:** To address stormwater runoff and ensure compliance with local regulations.

A3.2 - Coordination with State Fire Marshal

Jacobs will coordinate with the State Fire Marshall to review the fire safety requirements and prepare for the issuance of an occupancy permit. This will involve conducting a preliminary review with the State Fire Marshal's office during the design process to review preliminary plans and identify fire safety requirements. Fire safety measures will be incorporated into the design as required. Subsequently, detailed plans and specifications will be issued to the State Fire Marshal for review and approval. Upon construction completion, Jacobs will coordinate with the State Fire Marshal to conduct a final inspection and obtain an occupancy permit.

A3 Assumptions

- RTA will lead the preparation of NEPA documents and compliance efforts. Note that as of 5/20/25, Jacobs understands that RTA has obtained the categorical exclusion from FTA.
- Fees for any permits will be paid by RTA or CMAR.
- Jacobs will coordinate consultation meetings with agencies responsible for construction-related permits. Meeting notes will be prepared and utilized in preparing applications.
- Jacobs will coordinate and provide supporting materials to the CMAR for an overall building permit as well as mechanical, electrical, and plumbing permits as applicable. CMAR will be responsible for submitting the application(s).
- Jacobs will coordinate and provide supporting materials to the CMAR to obtain a Construction General Permit for stormwater discharge including inputs to a Stormwater Pollution Prevention Plan; however, it will be the CMAR's responsibility to prepare and obtain approvals through LDEQ related to stormwater.
- Jacobs will coordinate pre-application meetings, documentation, and reviews for air quality permits through LDEQ.
- Jacobs will aid in the preparation and coordination of permitting activities; however, Jacobs shall not be held responsible for delays, costs, or impacts to the project schedule resulting from permitting agency reviews, approvals, or other actions outside of Jacobs' control.
- Jacobs' permitting support and coordination services are assumed to require a total of 336 hours. Any time required beyond the 336-hour allocation shall be considered additional services and subject to additional costs.

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A3 Deliverables(s)

- Construction related permit applications.
- Coordination with state fire marshal for initial consultation, plan review, and final inspection.

Article B – Infrastructure Project Implementation Scope of Work

Jacobs shall be a representative of and shall advise and consult with RTA during the implementation phase of the CMAR framework. It is assumed that Jacobs' services described in Article B will be performed during the timeline described for Article A. However, it is anticipated that the main body of work can be completed in 24 months following the execution of a contract.

Task B1 – CMAR Procurement, Design, and Construction Initiation

During this task, Jacobs will provide services specific to the procurement of the CMAR and associated coordination during the design and construction initiation phase.

The following subtasks are included:

- B1.1 - CMAR Procurement
- B1.2 – Schematic Design and Design Development Coordination
- B1.3 – Construction Work Packages

B1.1 – CMAR Procurement

Jacobs will develop and implement a CMAR delivery strategy. As part of this subtask, Jacobs will:

- Prepare and coordinate with local contractors to host an 'Industry Day' to socialize the contracting vehicle (CMAR), high-level scope of the Project, and other upcoming RTA capital projects.
- Solicit interest from CMAR firms through a formal Notice of Intent for the Project
- Develop draft and final RFQ/RFP for CMAR procurement to include a Scope of Services (see example in Appendix A) and a draft CMAR contract in consultation with RTA's legal counsel and Procurement Department in accordance with RTA's procurement guidelines, federal, state, and local procurement laws.
- Assist with the CMAR procurement process (advertisement, proposal evaluation, shortlist interviews, and selection recommendations) including:
    - Prepare the presentation for the RFP/RFQ Pre-Submittal meeting.
    - Receive questions (written only) from bidders, subcontractors, material suppliers, or any other interested parties.
    - Prepare written responses to the questions and shall forward the written questions and the written responses to RTA for RTA's review and potential inclusion in an addendum that will be issued to all bidders.
    - Jacobs will not respond directly to questions from bidders, subcontractors, material suppliers or any other interested parties in any other manner than in writing and only after

RTA's review. All communications with such entities shall be conducted in writing through RTA.

- Facilitate the review (and development as needed), in cooperation with RTA's Procurement Team and Legal Counsel, of a systematic bid review process and/or form to streamline the decision-making process and to conform with RTA's policies and guidelines.

- Provide relevant support during contract negotiations between RTA and the selected contractor, such as reviewing and providing feedback on proposals, drafting the negotiation plan, participating in meetings, coordinating review of proposal and contract language, drafting Notice to Proceed (NTPs), and drafting lessons learned.

B1 Assumptions

- At the time this proposal was written Jacobs was not aware of regulatory delays or issues caused by other parties that would impact the procurement process.

B1 Deliverable(s)

- CMAR Procurement Process Recommendations
- Host Industry Day Event
- Draft and Final RFQ/RFP for CMAR Procurement
- Written Responses to Bidder Questions
- Support Materials for RFP/RFQ Selection Committee and Contract Negotiation
- Preparation and negotiation of contract documents in coordination with RTA including the CMAR contract and NTP.

B1.2 – CMAR Design Coordination

Jacobs will manage and coordinate the services provided by the CMAR during pre-construction activities. These services include budgeting, construction phasing and scheduling, early procurement strategies for long-lead items, permitting and regulatory compliance, discussion of construction means and methods to optimize construction, review of potential constructability issues, preparation of cost estimates, and value engineering efforts. The efforts of the CMAR will be integrated with the design process. Jacobs will facilitate alignment of the CMAR's efforts with the overall project goals and objectives, including grant requirements. A summary of the activities to be performed by Jacobs includes:

- Provide Independent Cost Estimating (ICE) team to begin to develop "shadow budget" as a comparison to CMAR's proposed GMP.
- Develop and implement a Value Engineering process and approval matrix that allows CMAR to provide options.
- Develop, implement, and manage the process for Issues Identification and Resolution for all design, budget, and schedule conflicts for the project.

B2 Assumptions

- CMAR will actively engage in pre-construction activities, providing input on budgeting, scheduling, and constructability.
- Value engineering options can be realistically developed and implemented within the project's constraints.

B2 Deliverable(s)

- OPCC that will serve as a "Shadow Budget" to CMAR's estimates.
- Value Engineering Process and Approval Matrix
- Documentation on CMAR feedback during design reviews will be incorporated into design development and construction document preparation.
- Issues Identification and Resolution Process

B1.3 - Guaranteed Maximum Price (GMP) Negotiations

During the design development phase, Jacobs will coordinate with the CMAR to facilitate their submission of a Guaranteed Maximum Price (GMP) for the specified work. Jacobs will be responsible for conducting negotiations with the CMAR on the GMP and relaying the results of these negotiations to RTA. The design team will prepare independent cost estimates (ICE) to support said negotiations. GMP negotiations are expected to be conducted in parallel with the preparation of Construction Documents (CDs). In summary, the following activities will be conducted:

- Assist RTA in negotiating the GMP with the CMAR
- Clearly define the scope of the project, what is included in the GMP, what is not included, and what change orders could result.
    - Define pricing process (transparency, open book, DBE participation, approvable margins, etc.) for the GMP.
    - Define potential alternate pricing options.
    - Provide final recommendation for GMP and schedule for RTA's review and approval.
    - Develop and implement clear "change order" identification and reconciliation process and approval matrix.
- Develop for RTA and CMAR review Phase 2 of CMAR contract that includes construction pricing, schedule and terms and conditions.

B3 Assumptions

- The CMAR will provide a complete and accurate GMP submission for Jacobs to review and negotiate.
- The preparation of Construction Documents (CDs) will proceed in parallel with GMP negotiations without significant disruptions.

- The project scope is sufficiently defined to allow for clear GMP negotiations and change order identification.
- The timeline for GMP negotiations is feasible and agreed upon by all parties.

B3 Deliverable(s)

- GMP Negotiation Support for RTA
- Defined GMP Pricing Process
- Final GMP and Schedule Recommendation
- Change Order Identification and Reconciliation Process

B1.4 - Construction Work Packages

Building on the CDs, Jacobs will coordinate with the CMAR to develop Construction Work Packages (CWPs) to efficiently construct the Project. Up to four (4) Construction Work Packages are expected to be produced to allow the CMAR contractor to solicit bids from the local contracting community and /or provide detailed pricing for self-performed work. The CWPs may be broken down into civil / site work, structural work, electrical distribution and charging infrastructure, and backup generation. Separate CWPs will allow the CMAR to sufficiently plan and execute the Work whether self-performed or through bidding of specific trades to subcontractors.

If RTA wishes to occupy or maintain occupancy or use of a portion of the Project, or facilities or structures adjacent to or in proximity of the Project during construction of the Project, Jacobs shall assist RTA to develop options for phasing strategies and communicate the conditions and requirements for such occupancies and the construction to the Project Team.

B4 Assumptions

- Local contractors are available and capable of bidding on and performing the work outlined in the CWPs.

B4 Deliverable(s)

- Up to four (4) Construction Work Packages (CWPs)
- Support for RTA Occupancy and Phasing Strategies (if applicable)

Task B2 - Construction Phase

B2.1 – Construction Administration Services

Construction administration services shall include the following activities:

- CMAR contract administration support including schedule review and coordination.
- Review payment applications and accompanying documentation including maintenance and operating instructions, schedules, guarantees, performance and payment bonds, certificates of

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inspection, tests and approvals, and other documentation to determine that their content complies with the conditions of the CMAR contract.

- Provide a Jacobs' corporate licensed construction management software (e.g., ProjectSite) to support comprehensive document and construction workflow management. Alternatively, CMAR will provide construction management software such as Procore.
- Coordinate workflows associated with RFIs, submittals, daily reports, change orders, and other management related processes.
- Coordinate document controls and archiving.
- Submit a report to RTA/CTE monthly indicating the progress and quality of the Work, adherence to the construction schedule, and any known deviations from the Construction Documents.
- Safety - Jacobs will manage the health, safety and environmental activities of its staff and the staff of its subcontractors to achieve compliance with applicable health and safety laws and regulations. Jacobs will notify affected personnel of any site conditions posing an imminent danger to them which Jacobs observes.
- Jacobs shall not be responsible for the health or safety precautions of construction workers nor Contractor's compliance with the health and safety requirements in the contract for construction, or with federal, state, and local occupational safety and health laws and regulations.

B2.1 Assumptions

- In accordance with the accepted construction practices, the CMAR Contractor will be solely and completely responsible for conditions on the Project Site, including the safety of all workers and other persons and property during the performance of the Work. This requirement will apply continuously and not be limited to normal working hours.
- Costs for construction management software other than ProjectSite are to be covered by the CMAR or RTA.

B2.1 Deliverable(s)

- Attend weekly construction meeting remotely via phone (max total 36).
- Monthly Payment Application and Documentation Review
- Monthly Progress Report to RTA

B2.2 - Resident Observation

During the CMAR Construction Phase, Jacobs shall provide a Resident Observer whose duties and responsibilities shall include:

- Develop and implement detailed construction oversight and review process and issue resolution matrix.
- Interpret Construction Documents to determine acceptability of the Work, address Claims, disputes, and other matters relating to the performance/acceptability of the work, contractor performance or the interpretation of the requirements of the Construction Documents. Upon

written request from the CMAR, the Resident Observer, with support for the Design Team, shall issue written clarifications or interpretations which are consistent with the overall intent of the applicable Construction Documents.

- Conduct regular site visits to review the status of the work in progress, site safety, quality of work, and upcoming work phases. During these site visits, the Resident Observer will observe the progress and quality of Work being performed at intervals appropriate to the various stages of construction as the Resident Observer deems necessary. Based on information obtained during such observations, the Resident Observer will endeavor to determine, in general, if Work is proceeding in accordance with the Construction Documents. The Resident Observer's effort will, however, provide RTA a greater degree of confidence that the completed Work is in conformance with the Construction Documents.
- Coordinate with the CMAR, Site Superintendent, and Site Operations for any disruption to typical site operation, such as:
    - Defining adequate lay-down areas and storage of materials onsite
    - Define and coordinate processes for material deliveries.
    - Necessary shutdowns for electrical or other utility tie-ins
    - Define and maintain site access requirements.
- Temporarily suspend the Work being performed by the CMAR Contractor in whole or in part, if deemed necessary by the Resident Observer, due to failure to correct conditions unsafe for workers or the public or carry out provisions of their Contract. The Resident Observer may also suspend the Work as deemed necessary due to periods of unsuitable weather, conditions considered unsuitable for execution of the Work, or for any other condition or reason deemed to be in the public interest. The Resident Observer shall submit a written order to the CMAR Contractor for work which must be suspended or resumed. Nothing in this provision shall be construed as establishing responsibility on the part of the Resident Observer for safety, which is the responsibility of the CMAR Contractor.
- Authorize minor variations in the Work from the requirements of the Construction Documents which do not involve an adjustment in Contract price or duration and are compatible with the design concept of the completed Project as a functioning whole as indicated by the Construction Documents, if deemed necessary by the Resident Observer. These may be accomplished by a Field Order and will be binding on RTA and on the CMAR Contractor who shall perform the Work involved promptly.
- Disapprove or reject Work which is Defective or does not produce a completed Project that conforms to the Construction Documents or that will prejudice the integrity of the design concept of the completed Project as a functioning whole as indicated by the Construction Documents. The Resident Observer will also have authority to require special inspection or testing of the Work as provided, whether the Work is fabricated, installed, or completed. Jacobs shall have the authority to Disapprove or reject Defective Work or Work that does not conform to the Construction Documents. Jacobs will also have authority to require special inspection or testing of the Work.
- Neither the Resident Observer's authority or responsibility as defined herein or under any other provision of the Construction Contact Documents nor any decision made by the Resident Observer in good faith either to exercise or not exercise such authority or responsibility or the undertaking,

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exercise or performance of any authority or responsibility by the Resident Observer shall create, impose or give rise to any duty owed by the Resident Observer to any Construction and Construction Support Contractor, any Subcontractor, any supplier, any other person or organization, or to any Surety for or employee or agent of any of them.

B2.2 Assumptions

- Resident Observer role is assumed to require 40 hours per week over a period of 10 months (1,733-hour total). Time required beyond the 1,733-hour allocation, whether resulting from an overall extension in project schedule or extended weekly working hours requiring observation services, shall be subject to additional costs.
- Construction Manager role is assumed to require 40 hours per week over a period of 10 months (1,733-hour total). Time required beyond the 1,733-hour allocation, whether resulting from an overall extension in project schedule or extended weekly working hours requiring observation services, shall be subject to additional costs.
- The Resident Observer will be performing services solely for RTA, no benefit is conferred upon any other party and no claim against the Resident Observer or their employees shall accrue to any party other than RTA as a result of the performance or nonperformance of services and all parties to the Construction Documents, including Surety, agree that subrogation of RTA's rights does not give any other party, including Surety, a right to claim against the Resident Observer or their employees.
- Jacobs shall neither have control over or charge of, nor be responsible for, the construction means, methods, techniques, sequences or procedures, quality control, or for safety precautions and programs in connection with the Work, since these are solely the Contractor's rights and responsibilities under the Construction Documents.
- The CMAR Contractor shall be responsible for the Work, including inspection and quality control. The Resident Observer's visits and on-site observations are subject to all the limitations on the Resident Observer's authority and responsibility, and particularly, but without limitation, during or as a result of the Resident Observer's on-site visits or observations of work being performed by the Construction and Construction Support Contractors, the Resident Observer (and all of their employees) will not supervise, direct, control or have authority over or be responsible for means, methods, techniques, sequences or procedures of construction, or the safety precautions and programs incident thereto, or for any failure of any Construction and Construction Support Contractor to comply with Laws and Regulations applicable to the furnishing or performance of the Work in accordance with the applicable Construction Documents. The Resident Observer has an obligation to inform RTA of any observed defects or deficiencies in a timely manner.

B2.2 Deliverable(s)

- Inspection Reports

B2.3 – Engineering Services During Construction

B2.3.1 - Shop Drawing, Sample, and Submittals

Jacobs will obtain from the Contractor a proposed shop drawing and submittal schedule, which shall identify all shop drawings, samples and submittals required by the contract for construction, along with

the anticipated dates for submission. Submittals may include deliverables such as Design Submissions, Project Plans (including Safety, Quality, and Site Use/Staging), Shop Drawings, Product Data and Samples by the Designer, or appropriate party. Jacobs shall review and approve or take other appropriate action upon these Submittals, but only for the limited purpose of checking for conformance with the Construction Documents. The Design Team including Engineers of Record will be engaged to review and disposition Contractor's shop drawings, samples, and other submittals. Jacobs will log and track all shop drawings, samples, and submittals.

B2.3.2 - Requests for Information (RFI) and Proposed Substitutions

Jacobs shall review properly prepared, timely RFIs by the Contractor for additional information about the Construction Documents. A properly prepared request for additional information about the Construction Documents shall be in a form prepared or approved by Jacobs and shall include a detailed written statement that indicates the specific Drawings or Specifications in need of clarification and the nature of the clarification requested. Jacobs will coordinate such review with the design team and with the RTA as appropriate. Jacobs will coordinate and issue responses to the requests. Jacobs will log and track the Contractor's requests.

B2.3.3 - Site Visits

Jacobs will coordinate monthly visits to the site by the design team members to review progress and quality of the work. The visits shall observe the quality of the work at the time of the visit and review any specific items of work that are brought to the attention of the design team members by the Contractor or the RTA.

B2.3.4 - Witness Testing of Infrastructure Equipment

- Factory and Off-Site Tests and Inspections: Jacobs will coordinate with CMAR and vendors to observe tests and perform inspections of work, materials, and equipment for the project at off-site facilities and suppliers, as specified in the contract for construction.
- Regulatory and Third-Party Testing and Inspections: Jacobs will monitor the Contractor's coordination of inspection and testing by regulatory and third-party agencies that have jurisdiction over the project.

B2.3 Assumptions

- Jacobs' review of all shop drawings, samples and submittals shall be for general conformance with the design concept and general compliance with the requirements of the contract for construction. Such review shall not relieve the Contractor from its responsibility for performance in accordance with the contract for construction, nor is such review a guarantee that the work covered by the shop drawings, samples and submittals is free of errors, inconsistencies, or omissions.
- Jacobs' scope shall be based upon the scope of work in the contract for construction and shall include for a maximum of two submissions by the Contractor for each shop drawing, sample, or submission. Should there be additional reviews required by Jacobs and the design team, Jacobs shall be entitled to additional compensation.
- Review and disposition Shop Drawings, Samples, and Submittals. A maximum of fifty (50) is assumed. Submittal reviews beyond the above quantity shall be considered additional services and subject to additional costs.

- Address requests for information (RFIs) from the Contractor. A maximum of forty (40) RFIs is assumed. RFI reviews beyond the above quantity shall be considered additional services and subject to additional costs.
-

B2.3 Deliverable(s)

- Shop Drawing and Submittal Schedule
- Shop Drawing and Submittal Review Log
- RFI and Substitution Review Responses
- Monthly Site Visit Reports
- Factory and Witness Testing Coordination

B2.4 – Startup and Commissioning Support

Jacobs will assist in coordinating the services of a Commissioning Authority (CxA), to be provided through the CMAR Contractor, who will administer and oversee the startup and commissioning of the newly installed infrastructure and equipment. The purpose of commissioning is to verify the operation and performance of the systems delivered by the Project for compliance with the design intent. While the responsibility for startup and commissioning lies with the CMAR, Jacobs will serve as part of the Commissioning Team to aid in the orderly construction, construction completions, pre-functional checks (PFCs), function performance tests (FPTs), and integrated facility testing.

Services to be provided by Jacobs include the following:

- Review of the Commissioning Plan.
- Provide clarifications, calculations and design assumptions as requested by CxA.
- Collaborate with the CxA to develop the final detailed Functional Performance Tests (FPTs) & Integrated Facility Testing (IFT) procedures for the electrical distribution, charging infrastructure, and backup power generation.
- Review completed commissioning work products submitted through the CMAR for completeness and accuracy including system / equipment cleaning, test results, and start-up reports.
- Review and comment on Corrective Issues Reports.
- Coordinate the collection and proper storage of close-out documentation to include as-built drawings, testing reports, final invoicing, and equipment operations and maintenance manuals.
- Specify and verify that the operation and maintenance of the systems have been prepared and submitted prior to turnover.
- Review of the Final Commissioning Report.
- Coordinate with RTA staff to review the work of the contractors and suppliers regarding the preparation of operating and maintenance manuals, extensive assistance in utilization of any equipment or system (such as initial start-up, testing, adjusting, and balancing); and training personnel for operation and maintenance.

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- Coordinate with the Contractor for the submission of required manuals provided by equipment suppliers for operation and maintenance and for training of RTA's staff by the Contractor. Equipment includes but is not limited to switchgear, chargers, microgrid power generation assets etc.
- Assist RTA in defining relevant provisions related to a Service Level Agreement (SLA) within the infrastructure technical specifications to ensure alignment with operational needs. This includes outlining performance metrics, maintenance standards, and key responsibilities that will guide the future maintenance agreement between RTA and the selected provider. Additionally, recognize that some vendors may provide their own SLAs related to specific assets/components.

B2.4 Assumptions

- The CMAR will lead startup and commissioning, with Jacobs providing support.
- The CMAR will hire an independent commissioning authority and testing company to lead the startup and commissioning process in accordance with industry-standard practices for electrical equipment.

B2.4 Deliverable(s)

- Review of Commissioning Plan
- Review of Functional Performance Tests (FPTs) and Integrated Facility Testing (IFT) Procedures
- Commissioning Work Product Review
- Corrective Issues Report Review
- Final Commissioning Report Review

B2.5 – Construction Closeout

Jacobs shall perform the following tasks during Project Closeout:

- Facilitate and be a part of inspections to determine Substantial Completion of the Work and shall receive, review, and record inspection results, punch-lists, and Certificates of Substantial Completion.
- Consult on the completeness of the Work and the conformance to the Construction Documents.
- Review written guarantees, operating and maintenance instruction books, diagrams, charts, record drawings, and technical specifications required of the construction contractor and coordinated delivery of such documents to RTA.
- Coordinate communications with the CMAR and RTA about the balance of the Contract Sum remaining including the amount to be retained from the Contract Sum, if any, for final completion or correction of the Work.
- Forward to RTA the following information received from the CMAR as applicable:
    - Consent of surety or sureties, if any, to reduction in or partial release of retainage or the making of final payment.

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  - Affidavits, receipts, releases and waivers of liens or bonds indemnifying RTA against liens; and
  - Other documentation required of the Contractor under the Construction Documents.

- Monitor and review as-built documents prepared by the Contractor during construction, and promptly after the issuance of the Notice of Substantial Completion. Incorporate as-builts prepared by the Contractor into Record Drawings prepared by Jacobs.
- Coordinate with the Contractor for the submission of required warranties, guarantees, lien releases and other similar documents as required by the contract for construction. Jacobs will advise RTA as to the acceptability and compliance of these documents with the contract for construction.
- Jacobs will provide RTA with an organized set of Infrastructure Project documents and records. Construction management software will be leveraged to extract a database of project information including RFIs, submittals, payment applications, change orders, inspection reports / photographs, and other administrative documents.

B2.5 Assumptions

- CMAR will provide comprehensive and complete as-builts for the Infrastructure Project. Jacobs will provide up to two (2) rounds of comments on submitted as-builts prior to incorporating into Record Drawings.
- Individual punch lists will be prepared to align with CWPs (up to 4) as well as one punch list for the overall Project. A total of five (5) punch lists will be prepared and monitored as part of the closeout process.
- Jacobs' support for construction closeout activities is assumed to require a total of 425 hours.

B2.5 Deliverable(s)

- Punch list documentation and management.
- Review of as-builts prepared by CMAR
- Record drawings
- Closeout documentation

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3. Compensation

An overall fee estimate is provided in Exhibit 3-1. This estimate can be used to establish a Contract Not to Exceed (NTE) or Contract Cap of $5,100,000. Upon execution of the Contract, Jacobs and RTA will negotiate fees for the activities described on a "task order" basis. For each task order, compensation is expected to be on a lump sum basis. Note that all fees are preliminary until such time as Jacobs and RTA have agreed on the Contract Terms and Conditions.

Compensation for the Scope of Work outlined herein is expected to be established on a lump sum basis in accordance with the Contract terms and conditions. The services will be delivered on a task order basis with final fees subject to negotiation with RTA to align with project requirements and budget considerations.

The overall estimated Contract amount, as outlined in the table below, will serve as the basis for establishing a not-to-exceed limit that accounts for contingency. However, final engineering fees and the total contract value will be subject to a comprehensive review of RTA's contract terms and conditions, as well as negotiations with RTA, on a task order basis to align with the project requirements and budget considerations.

Jacobs rates (see Appendix B) have been utilized in the preparation of the estimate and were developed in accordance with RTA requirements. These rates reflect the appropriate allocation of raw labor rates, hourly benefit rates or fringe, and overhead and profit. In addition to Jacobs rates, rate schedules for planned subconsultants are also provided.

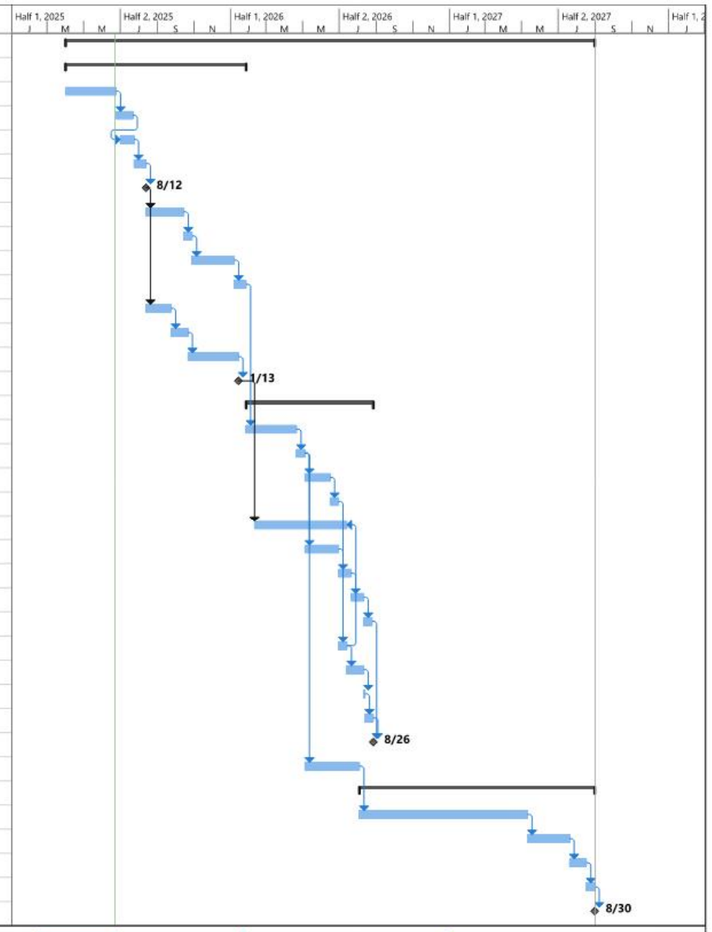
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Exhibit 3-1 – Fee Estimate

Task	Task Description	Total	Jacobs	Estimated Subs / Expense	Markup	Est. Subs (Includes 15% Markup)	Jacobs Hours	PO#1	PO#1 Percent of Total
Article A - Infrastructure Project Management, Permitting, and Design		**$ 3,073,577.72**	**$ 2,078,696.97**	**$ 865,113.70**	**$ 129,767.05**	**$ 994,880.75**	**10,602 Hrs**	**$ 820,945.73**	**27%**
A1	**Infrastructure Project Initiation, Administration, and Coordination**	$ 455,873.59	$ 455,873.59	$ -	$ -	$ -	2,496 Hrs	$ 265,052.46	58%
A1.1	Project Manager	$ 186,846.68	$ 186,846.68	$ -	$ -	$ -	840 Hrs	$ 93,423.34	50%
A1.2	Project Implementation Plan & Strategy	$ 44,478.56	$ 44,478.56	$ -	$ -	$ -	184 Hrs	$ 44,478.56	100%
A1.3	Project Execution Plan	$ 29,752.77	$ 29,752.77	$ -	$ -	$ -	132 Hrs	$ 29,752.77	100%
A1.4	Project Coordination & Reporting	$ 34,216.03	$ 34,216.03	$ -	$ -	$ -	160 Hrs	$ 17,108.01	50%
A1.5	Project Document Management & Scheduling	$ 160,579.55	$ 160,579.55	$ -	$ -	$ -	1,180 Hrs	$ 80,289.78	50%
A1.5	Project Controls (DM & Scheduling)	$ -					180 Hrs		
A1.5	Project Controls - Quality Management	$ -					120 Hrs		
A1.5	Project Controls - Project Scheduling	$ -					320 Hrs		
A1.5	Project Controls - Admin	$ -					200 Hrs		
A1.5	Project Controls - Safety	$ -					60 Hrs		
A1.5	Project Controls - Document Controls	$ -					300 Hrs		
A2	**Engineering Design**	$ 2,540,853.13	$ 1,545,972.38	$ 865,113.70	$ 129,767.05	$ 994,880.75	7,770 Hrs	$ 517,467.77	20%
A2.1	Design Management	$ 185,692.98	$ 185,692.98	$ -	$ -	$ -	760 Hrs	$ 92,846.49	50%
A2.2	Site Investigations	$ 170,715.39	$ 32,715.39	$ 120,000.00	$ 18,000.00	$ 138,000.00	144 Hrs	$ 170,715.39	100%
A2.2.1	*Collect & Review Owner Provided Information*	*$ 5,982.97*	*$ 5,982.97*	*$ -*	*$ -*	*$ -*	*24 Hrs*	*$ 5,982.97*	*100%*
A2.2.2	*Site Visits & Utility Coordination (includes sub coordination)*	*$ 23,231.85*	*$ 23,231.85*	*$ -*	*$ -*	*$ -*	*100 Hrs*	*$ 23,231.85*	*100%*
A2.2.3	*Topographic and Infrastructure Survey*	*$ 34,500.00*	*$ -*	*$ 30,000.00*	*$ 4,500.00*	*$ 34,500.00*		*$ 34,500.00*	*100%*
A2.2.4	*Geotechnical Investigation & Data Report*	*$ 84,000.57*	*$ 3,500.57*	*$ 70,000.00*	*$ 10,500.00*	*$ 80,500.00*	*20 Hrs*	*$ 84,000.57*	*100%*
A2.2.5	*Subsurface Utility Exploration (SUE)*	*$ 23,000.00*	*$ -*	*$ 20,000.00*	*$ 3,000.00*	*$ 23,000.00*		*$ 23,000.00*	*100%*
A2.3	Basis of Design	$ 253,905.89	$ 165,044.24	$ 77,271.00	$ 11,590.65	$ 88,861.65	856 Hrs	$ 253,905.89	100%
A2.4	Schematic, Detailed, and Final Design	$ 1,930,538.86	$ 1,162,519.76	$ 667,842.70	$ 100,176.40	$ 768,019.10	6,010 Hrs	$ -	0%
A2.4.1	*2.4.1 Project Design - Schematic Design*	*$ 476,544.19*	*$ 283,943.90*	*$ 167,478.52*	*$ 25,121.78*	*$ 192,600.30*	*1,575 Hrs*		*0%*
A2.4.2	*2.4.2 Project Design - Detailed Design*	*$ 724,365.23*	*$ 444,102.25*	*$ 243,706.94*	*$ 36,556.04*	*$ 280,262.98*	*2,463 Hrs*		*0%*
A2.4.3	*2.4.3 Project Design - Final Design*	*$ 579,629.44*	*$ 359,223.62*	*$ 191,657.24*	*$ 28,748.59*	*$ 220,405.82*	*1,972 Hrs*		*0%*
A2.4.4	*2.4.4 Project Design - Design Allowance (Unscoped Items)*	*$ 150,000.00*	*$ 75,250.00*	*$ 65,000.00*	*$ 9,750.00*	*$ 74,750.00*			*0%*
A3	**Permitting**	$ 76,851.00	$ 76,851.00	$ -	$ -	$ -	336 Hrs	$ 38,425.50	50%
Article B - Infrastructure Project Implementation		**$ 1,876,553.44**	**$ 1,056,627.39**	**$ 712,979.17**	**$ 106,946.88**	**$ 819,926.05**	**4,881 Hrs**	**$ 41,848.90**	**2%**
B1	**CMAR Procurement, Design, and Construction Initiation**	$ 429,282.54	$ 429,282.54	$ -	$ -	$ -	1,868 Hrs	$ 41,848.90	10%
B1.1	CMAR Procurement	$ 41,848.90	$ 41,848.90	$ -	$ -	$ -	184 Hrs	$ 41,848.90	100%
B1.2	CMAR Design Coordination	$ 73,116.42	$ 73,116.42	$ -	$ -	$ -	316 Hrs	$ -	0%
B1.3	Guaranteed Maximum Price (GMP) Negotiations	$ 131,397.35	$ 131,397.35	$ -	$ -	$ -	544 Hrs	$ -	0%
B1.4	Construction Work Packages	$ 182,919.87	$ 182,919.87	$ -	$ -	$ -	824 Hrs	$ -	0%
B2	**Construction Phase Services**	$ 1,447,270.90	$ 627,344.85	$ 712,979.17	$ 106,946.88	$ 819,926.05	3,013 Hrs	$ -	
B2.1	Construction Administration Services	$ 514,650.30	$ 123,724.85	$ 339,935.17	$ 50,990.28	$ 390,925.45	618 Hrs	$ -	0%
B2.2	Resident Engineer	$ 326,905.90	$ -	$ 284,266.00	$ 42,639.90	$ 326,905.90		$ -	0%
B2.3	Engineering Services During Construction	$ 436,230.70	$ 334,136.00	$ 88,778.00	$ 13,316.70	$ 102,094.70	1,570 Hrs	$ -	0%
B2.3.1	*Submittals*	*$ 147,908.35*	*$ 96,861.00*	*$ 44,389.00*	*$ 6,658.35*	*$ 51,047.35*	*457 Hrs*		*0%*
B2.3.2	*RFIs*	*$ 147,908.35*	*$ 96,861.00*	*$ 44,389.00*	*$ 6,658.35*	*$ 51,047.35*	*457 Hrs*		
B2.3.3	*Site Visits*	*$ 101,669.00*	*$ 101,669.00*	*$ -*	*$ -*	*$ -*	*472 Hrs*		
B2.3.4	*Witness Testing*	*$ 38,745.00*	*$ 38,745.00*	*$ -*	*$ -*	*$ -*	*184 Hrs*		
B2.4	Startup and Commissioning Support	$ 83,029.00	$ 83,029.00	$ -	$ -	$ -	400 Hrs	$ -	0%
B2.5	Construction Closeout	$ 86,455.00	$ 86,455.00	$ -	$ -	$ -	425 Hrs	$ -	0%
Travel / Misc Expenses		$ 50,000.00		$ 43,478.26	$ 6,521.74	$ 50,000.00		$ 12,500.00	25%
3.3% Labor Contingency (excluding allowance in A2.4.4)		$ 99,850.23	$ 99,850.23					$ -	0%
Grand Total		$ 5,099,981.38	$ 3,235,174.58	$ 1,621,571.13	$ 243,235.67	$ 1,864,806.80	15,483 Hrs	$ 875,294.63	17%

4. Preliminary Delivery Schedule

ID	Task Mode	Task Name	Duration	Start	Finish
1		**Delivery Method/ Procurement (Design, Bid, Build)**	**630 days**	**Tue 4/1/25**	**Mon 8/30/27**
2		**Initiation Phase**	**215 days**	**Tue 4/1/25**	**Mon 1/26/26**
3		Design Contract Development and Negotiations	60 days	Tue 4/1/25	Mon 6/23/25
4		Legal Review	20 days	Tue 6/24/25	Mon 7/21/25
5		Board Approval	17 days	Tue 7/1/25	Wed 7/23/25
6		Execute Design Contract	14 days	Thu 7/24/25	Tue 8/12/25
7		Hire A&E and Infrastructure PM	0 days	Tue 8/12/25	Tue 8/12/25
8		Submit Basis of Design	45 days	Wed 8/13/25	Tue 10/14/25
9		Review Basis of Design	10 days	Wed 10/15/25	Tue 10/28/25
10		Submit Schematic Design (30% Plans)	50 days	Wed 10/29/25	Tue 1/6/26
11		Review Schematic Design (30% Plans)	14 days	Wed 1/7/26	Mon 1/26/26
12		Develop Implementation Plan	30 days	Wed 8/13/25	Tue 9/23/25
13		CMAR Industry Day Preparation and Event	20 days	Wed 9/24/25	Tue 10/21/25
14		CMAR RFQ & Contract Development	60 days	Wed 10/22/25	Tue 1/13/26
15		Hire CMAR	0 days	Tue 1/13/26	Tue 1/13/26
16		**Pre-Construction Phase**	**152 days**	**Tue 1/27/26**	**Wed 8/26/26**
17		Submit 60% PS&E	60 days	Tue 1/27/26	Mon 4/20/26
18		Review 60% PS&E	10 days	Tue 4/21/26	Mon 5/4/26
19		Develop 100% PS&E	30 days	Tue 5/5/26	Mon 6/15/26
20		Review 100% PS&E	10 days	Tue 6/16/26	Mon 6/29/26
21		Manage Design/Budget Process	110 days	Tue 2/10/26	Mon 7/13/26
22		Develop GMP	40 days	Tue 5/5/26	Mon 6/29/26
23		Prepare Bid Package	15 days	Tue 6/30/26	Mon 7/20/26
24		Issue Bid Package/Accept Submittals	15 days	Tue 7/21/26	Mon 8/10/26
25		Evaluation/Selection	10 days	Tue 8/11/26	Mon 8/24/26
26		Review GMP	10 days	Tue 6/30/26	Mon 7/13/26
27		Develop A&E Construction Work Packages	20 days	Tue 7/14/26	Mon 8/10/26
28		Review A&E Construction Work Packages	2 days	Tue 8/11/26	Wed 8/12/26
29		Finalize & Approve A&E Facilities Design	10 days	Thu 8/13/26	Wed 8/26/26
30		Construction NTP	0 days	Wed 8/26/26	Wed 8/26/26
31		Permitting	65 days	Tue 5/5/26	Mon 8/3/26
32		**Construction Phase**	**280 days**	**Tue 8/4/26**	**Mon 8/30/27**
33		Infrastructure Site Works Construction	200 days	Tue 8/4/26	Mon 5/10/27
34		Deliver & Install Infrastructure Equipment	50 days	Tue 5/11/27	Mon 7/19/27
35		Commissioning	20 days	Tue 7/20/27	Mon 8/16/27
36		O&M Handover	10 days	Tue 8/17/27	Mon 8/30/27
37		Ribbon Cutting	0 days	Mon 8/30/27	Mon 8/30/27



Project: NORTA Infrastructure S
Date: Sun 6/22/25

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

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Appendix A. Jacobs / CTE Scope Alignment Matrix

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Recommended Scope			Jacobs Task #	Jacobs Task	CTE Task #	CTE Task	Primary Party	Supporting / Informed Party
1	**Develop Implementation Plan and Strategy**							
	a	Define the Infrastructure Project (design, budget and schedule)	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 1	Project Planning, including the development of a project workbook that will incoporate information from Jacobs Infrastructure Project Execution Plan (IPEP).	Jacobs	CTE
	b	Define the process, schedule and relationships during the Infrastructure Design process	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 1	Integrate Infrastructure design process into the overall project schedule	Jacobs	CTE
	c	Define the process, budget, schedule and relationships during the Infrastructure Construction process	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 4	Support RTA and Jacobs with integration of Construction team into overall project team and incorporate information from this task into the project workbook.	Jacobs	CTE
	d	Define the CMAR Engagement, Procurement and Negotiation Process	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 4	CTE will support with review of project documents and integrate the procurement plan into the project workbook as needed.	Jacobs	CTE
	e	Define the Exit Ramps in the CMAR contract	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE
	f	Define the Commissioning, Testing and Warranty issues and processes	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE
	g	Define the GMP and Construction Contract definitions and details	A1.2	A1.2 – Infrastructure Project Implementation Plan and Strategy	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE
2	**Develop and Implement Detailed CMAR Engagement strategy**							
	a	Develop and Conduct Industry Forum(s) for NORTA's upcoming CIP and specifically for the Lo/No project	B1.1	B1.1 – CMAR Procurement	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE Informed
	b	Issue a Notice of Intent for the Lo/No project	B1.1	B1.1 – CMAR Procurement	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE Informed
	c	Develop draft RFQ and draft RFP for the CMAR procurement	B1.1	B1.1 – CMAR Procurement	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE Informed
	d	Develop draft CMAR contract	B1.1	B1.1 – CMAR Procurement	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE Informed
	e	Define and assist in the procurement process (advertisement, proposal evaluation, shortlist interviews, selection recommendations)	B1.1	B1.1 – CMAR Procurement	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE Informed
	f	Develop and assist in implementing a CMAR and project public outreach program	B1.1	B1.1 – CMAR Procurement	Phase 8	*Limited to guidance, oversight, and coordination.*	Jacobs	CTE Informed
3	**Design Process Assistance**							
	a	Develop plans and documents needed to obtain FTA's approval of Categorical Exclusion for the project and get official obligation contract signed with FTA	A3.1	A3.1 - Pre-Design / NEPA (RTA Lead)	N/A	Not expressly included. Scope reads that "shall procure services for design and site engineering…, construction, and equipment installation, as needed, from Jacobs.	RTA	Jacobs
	b	Develop preliminary budget and schedule as design proceeds towards 30%	A1.4	A1.4 - Infrastructure Project Coordination and Reporting	Phase 8	Limited to "planning and procurement support" including coordinating meetings / workshops, advocating for RTA's interests focused on operations, technical advisory related to BEBs, tracking budgets, timelines, and project risks.	Jacobs	CTE Alignment
	c	Provide Independent Cost Estimating (ICE) team to begin to develop "shadow budget" as a comparison to CMAR's proposed GMP	B1.2	B1.2 – CMAR Design Coordination	N/A	Not expressly included.	Jacobs	CTE
	d	Develop and implement a Value Engineering process and approval matrix that allows CMAR to provide options	B1.2	B1.2 – CMAR Design Coordination	N/A	Not expressly included.	Jacobs	CMAR
	e	Develop, implement and manage the process for Issues Identification and Resolution for all design, budget and schedule conflicts for the Infrastructure Project	B1.2	B1.2 – CMAR Design Coordination	Phase 8	Phase 8,limited to technical advisory during regular coordination meetings.	Jacobs	CTE
	f	Provide detailed review and comments (including ICE review) for CMAR's budget and schedule submissions and final GMP	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	N/A	Not expressly included.	Jacobs	CTE
	g	Assist Owner in negotiating the GMP with the CMAR	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	N/A	Not expressly included.	Jacobs	CTE
		i Clearly define the scope of the project, what is included in the GMP, what is not included, and what possible change orders could result	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	Phase 8	Limited to "planning and procurement support" including coordinating meetings / workshops, advocating for RTA's interests focused on operations, technical advisory related to BEBs, tracking budgets, timelines, and project risks.	Jacobs	CTE
		ii Define pricing process (transparency, open book, DBE participation, approvable margins, etc.) for the GMP	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	N/A	Not expressly included.	Jacobs	CTE
		iii Define potential alternate pricing options	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	N/A	Not expreslly included.	Jacobs	CTE
		iv Provide final recommendation for GMP and schedule for Owner's review and approval	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	Phase 8	Limited to "planning and procurement support" including coordinating meetings / workshops, advocating for RTA's interests focused on operations, technical advisory related to BEBs, tracking budgets, timelines, and project risks.	Jacobs	CTE
		v Develop and implement clear "change order" identification and reconciliation process and approval matrix	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	N/A	Not expressly included.	Jacobs	CTE
	h	Assist the owner in coordinating with local authorities to review designs in preparation for permit application	A3.2	A3.2 - Construction Permitting	Excluded	Excluded from scope	Jacobs	CTE
		i Socialize the project's goals and particular scopes of work to expedite the permit review process	A3.2	A3.2 - Construction Permitting	Excluded	Excluded from scope	Jacobs	CTE
		ii Coordinate with Fire Marshall on the storage and operation of Battery Electric Buses.	A3.3	A3.3 - Coordination with State Fire Marshal	Excluded	Excluded from scope	Jacobs	CTE

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Recommended Scope				Jacobs Task #	Jacobs Task	CTE Task #	CTE Task	Primary Party	Supporting / Informed Party
4	**Assist Owner in the oversight of Construction**								
	a		Develop for Owner and CMAR review Phase 2 of CMAR contract that includes construction pricing, schedule and terms and conditions	B1.3	B1.3 - Guaranteed Maximum Price (GMP) Negotiations	N/A	Not expressly included.	Jacobs	CTE
	b		Develop and implement detailed construction oversight and review process and issue resolution matrix	B2.1, B2.2	B2.1 – Construction Administration Services B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
	c		Coordinate regular site visits to review status of the work in progress, site safety, quality of work, and upcoming work phases.	B2.2	B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
	d		Coordinate with the CMAR, Site Superintendent, and Site Operations for any disruption to typical site operation, such as:	B2.2	B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
		i	Defining adequate lay-down areas and storage of materials onsite	B2.2	B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
		ii	Define and coordinate processes for material deliveries	B2.2	B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
		iii	Necessary shut-downs for electrical or other utility tie-ins	B2.2	B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
	e		Define and maintain site access requirements	B2.2	B2.2 - Resident Engineer	N/A	Not expressly included.	Jacobs	CTE
5	**Develop and implement detailed Commissioning and Warranty acceptance and approval process**								
	a		Review completed commissioning reports from sub-contractors for completeness and accuracy	B2.4	B2.4 – Startup and Commissioning Support	Phase 8	Limited to "planning and procurement support" including coordinating meetings / workshops, advocating for RTA's interests focused on operations, technical advisory related to BEBs, tracking budgets, timelines, and project risks.	Jacobs	CTE
	b		Coordinate the collection and proper storage of all required close-out documentation to include as-built drawings, testing reports, final invoicing, and equipment operations and maintenance materials	B2.5	B2.5 – Construction Closeout	N/A	Not expressly included.	Jacobs	CTE

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Appendix B. Rate Schedules

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Jacobs Engineering Group Inc.

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate (36.4%)	D. Hoursly Overhead and Profit (130.4%)	E. Fully Loaded Hourly Rate (B + C + D)
Program Manager, Operation Manager, Subject Matter Expert	$ 110.60	$ 40.26	$ 144.24	$ 295.09
Principal Project Manager/Technologist/Consultant/Scientist	$ 101.20	$ 36.84	$ 131.98	$ 270.01
Sr. Project Manager/Technologist/Engineer/Consultant/Scientist	$ 90.00	$ 32.76	$ 117.37	$ 240.13
Project Manager/Technologist/Consultant	$ 78.70	$ 28.65	$ 102.63	$ 209.98
Project Engineer/Planner/Scientist	$ 65.60	$ 23.88	$ 85.55	$ 175.03
Associate Engineer/Planner/Scientist	$ 58.10	$ 21.15	$ 75.77	$ 155.02
Staff Engineer/Planner/Scientist	$ 50.60	$ 18.42	$ 65.99	$ 135.01
Jr. Staff Engineer/Planner/Scientist	$ 41.20	$ 15.00	$ 53.73	$ 109.93
Scheduler	$ 46.80	$ 17.04	$ 61.03	$ 124.87
Designer, Technician Manager	$ 58.10	$ 21.15	$ 75.77	$ 155.02
Graphic Designer, Technician, Editor	$ 50.60	$ 18.42	$ 65.99	$ 135.01
CAD Tech	$ 43.10	$ 15.69	$ 56.21	$ 115.00
Design Aide, Office Support	$ 35.60	$ 12.96	$ 46.43	$ 94.98
Sr. Construction / Commissioning Manager	$ 78.70	$ 28.65	$ 102.63	$ 209.98
Construction / Commissioning Manager	$ 58.10	$ 21.15	$ 75.77	$ 155.02
Resident Engineer	$ 50.60	$ 18.42	$ 65.99	$ 135.01

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MSMM Engineering, LLC

MSMM Engineering, LLC

Disciplines	Unit	Rate
Principal	HR	$ 369.64
Project Manager - Senior	HR	$ 264.24
Project Manager	HR	$ 248.25
Civil Engineer - Senior	HR	$ 264.24
Civil Engineer	HR	$ 210.46
Structural Engineer - Senior	HR	$ 266.43
Hydraulic/Hydrologic Engineer	HR	$ 216.47
Environmental Engineer - Senior	HR	$ 292.60
Engineer Intern (E.I.)	HR	$ 129.74
CAD Operator	HR	$ 140.72
Construction Quality Assurance Inspector	HR	$ 136.94
Administrative Assistant	HR	$ 117.04
Vehicle	DAY	$ 150.00
Travel	MI	$ 0.68
Per Diem	DAY	$ 50.00

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APS Engineering & Testing, LLC

ATTACHMENT X: 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	$145	$29	$120.42	$294.42
Engineer Manager	$105.12	$21.02	$87.88	$214.02
Professional Engineer 5	$85.67	$17.14	$71.62	$174.43
Engineer Intern II	$50.24	$10.05	$42.00	$102.29
Admin II	$31.10	$6.22	$26.00	$63.32

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 _____.

GOTECH, Inc.

A. Position Title	B. Hourly Salary Rate	C. Hourly Benefit Rate	D. Hourly Overhead and Profit (on site)	E. Fully Loa Hourly Rat (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

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SJB Group, Inc.

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)
SUE Project Manager	**58.57**	**N/A**	**100.96**	**159.53**
CADD Designer	**44.20**	**N/A**	**76.19**	**120.39**
SUE Technician III	**39.00**	**N/A**	**67.22**	**106.22**
Technician	**28.00**	**N/A**	**48.26**	**76.26**

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Regional Transit Authority
SOLE SOURCE JUSTIFICATION FORM
FOR TRANSACTION OVER $25,000

FOR PROCUREMENT USE ONLY:
FTA C 4220.1F states: Sole Source Justification - If the recipient decides to solicit an offer from only one source, the recipient must justify its decision adequately considering the standards of subparagraph 3.i(1)(b) of this Chapter. This procurement can be defined as any contract entered without a competitive process. based on a justification that only one known source exists or that only one single supplier can fulfill the requirements. FTA expects this sole source justification to be in writing.

1. The materials/services listed on Requisition number # is available from only one source and competition is precluded for reasons indicated below. There are no substitutes available.

2. This acquisition is restricted to the following source:

MANUFACTURER	
Manufacturer Name	**Jacobs Engineering, Inc. (Jacobs)**
Manufacturer Address	**909 Poydras Street, Suites 1200 and 2190, New Orleans, LA 70112**
Manufacturer's Dealer/Representative	**Stefan Bourgeois**
Dealer/Representative address and Phone	**909 Poydras Street, Suites 1200 and 2190, New Orleans, LA 70112, 337-351-4555 (phone)**

3. Description of the materials/service required, the estimated cost, and required delivery date.

DESCRIPTION	
Matrials/Services/Product	**Jacobs Engineering, Inc. (Jacobs)**
Estimated Cost	**$5,100,000.00**
Required Delivery Date	**December 31, 2027**

4. Specific characteristics of the materials/service that limit the availability to a sole source are unique features and functionality of the system

A sole-source is justified as FTA's competitive selection requirements have been met through the competitive grant application process funding these services.

From the NOFO for the grant funding this procurement (attached), Section C.1. "As permitted under Federal public transportation law (49 U.S.C. 5339(b)(10), (c)(8)), an applicant proposing a low or no emission project

under both the Buses and Bus Facilities Program and the Low-No Program... may include partnerships with other entities that intend to participate in the implementation of the project, including, but not limited to, specific vehicle manufacturers, equipment vendors, owners or operators of related facilities, or project consultants. If an application that involves such a partnership is selected for funding, the project will be deemed to satisfy the requirement for a competitive procurement under 49 U.S.C. 5325(a) for the named entities."

The selected vendor, Jacobs, was a named partner in RTA's grant application to provide architectural and engineering services for the design of the charging infrastructure and related infrastructure that will service the battery electric buses procured under this grant. Grant application materials show Jacobs as named partner are attached: 23 Low No Grant App (see Partnership Provisions section) and Attachment H - Letters of Commitment.

The draft scope of services for the contract between RTA and Jacobs with budget information is also attached and is consistent with the ICE estimate. While Jacobs' budget is slightly higher than the ICE, it does include an overall design contingency.

5. Reason for sole-source

Other information to support sole-source

(a) Sole Source. When the recipient requires supplies or services available from only one responsible source, and no other supplies or services will satisfy its requirements, the recipient may make a sole source award. When the recipient requires an existing contractor to make a change to its contract that is beyond the scope of that contract, the recipient has made a sole source award that must be justified.

Unique Capability or Availability

Unique or Innovative Concept

CERTIFICATION

I certify that statements checked, and information provided above are complete and correct to the best of my knowledge. I understand that the processing of this Sole-Source Justification precludes the use of full and open competition.

REQUESTOR	
Request ID #	**288**
Name	**RABALAIS, RAFE**
Title	**DIRECTOR OF CAPITAL PLANNING**
RTA Extention	**8361**

RABALAIS, RAFE — **June 28, 2025**

Requestor **Date**

A. I have reviewed this form and the attachments provided and by signing below I give authority to the above

stated department representative to proceed as lead in the procurement process.

Department Head: Rafe Rabalais

Rafe Rabalais — July 09 2025

Signature — **Date**

B. Certification of Authorized Grant:

Is this item/specification consistent with the Authorized Grant?

Yes

Director of Grants/ Federal Compliance : Alisa P Maniger

Alisa P Maniger — July 10 2025

Signature — **Date**

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

Additional Safety Requirements Attached

Chief: Michael J Smith

Michael J Smith — July 14 2025

Signature — **Date**

Risk Management:

Include Standard Insurance Provisions Only?

true

Include Additional Insurance Requirements Attached ?

false

Risk Management Analyst: Marc L Popkin

Marc L Popkin — July 14 2025

Signature — **Date**

D. Funding Source:

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

Multiple Years allocation if required:

Year	Amount
Year-1	$1,020,000.00

Year-2	$2,720,000.00
Year-3	$1,360,000.00
Year-4	
Year-5	
Total all years	$5,100,000.00

Estimated Amount: $5,100,000.00

Total Estimated Cost: $5,100,000.00

Funding Type: Federal, Local

Capital/Grant Project ID: 2023-FL-02

Federal Funding	State	Local	Other
$7,134,922.00		$792,769.00	
Projected Fed Cost	**State**	**Local**	**Other**
$4,590,000.00		$510,000.00	

FTA Grant IDs	Budget Codes
1519-2023-9 - 11.51.03	01-0000-00-1501-000-00-00-00000-00000
	01-0000-00-1501-000-00-00-00000-00000
	01-0000-00-1501-000-00-00-00000-00000

Budget Analyst: Erin Ghalayini

Erin Ghalayini — July 10 2025

Signature — **Date**

E. DBE/SBE GOAL:

37	% DBE
0	% Small Business

Director of Small Business Development:

Adonis C Expose

Adonis C Expose — July 14 2025

Signature — **Date**

DBE/EEO Compliance Manager::

Adonis C Expose

Adonis C Expose — July 14 2025

Signature — **Date**

F. Information Technology Vetting:

IT Director: Chet Nash

Chet Nash	July 14, 2025
Signature	**Date**

G. Authorizations: I have reviewed and approved this sole source justification request.

Chief: Dwight Daniel Norton

Dwight Daniel Norton	July 14 2025
Signature	**Date**

Director of Procurement: Ronald Gerard Baptiste

Ronald Gerard Baptiste	July 15 2025
Signature	**Date**

Chief Financial Officer:: **Required if Total Cost above $15K**

GIZELLE JOHNSON BANKS

GIZELLE JOHNSON BANKS	July 17 2025
Signature	**Date**

Chief Executive Officer:: **Required if Total Cost above $50K**

Lona Edwards Hankins

Lona Edwards Hankins	July 18 2025
Signature	**Date**

Independent Cost Estimate (ICE)

INDEPENDENT COST ESTIMATE SUMMARY FORM

Project Name:	Zero Emission Resilient Fleet
Project Number:	2023-FL-02
Date of Estimate:	6-27-2025
Description of Goods/Services:	Architectural and engineering services for battery electric bus charging equipment and related infrastructure. Services include basic design services from schematic to construction documents; basic construction administration tasks; resident engineer services; assisting with the solicitation of a CMAR contractor; coordinating with a CMAR contractor during design development; and securing permits.

☒New Procurement

☐Contract Modification (Change Order)

☐Exercise of Option

Method of Obtaining Estimate:

☐Published Price List (attach source and date)

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

☐Comparable Purchases by Other Agencies (attach email correspondence)

☐Engineering or Technical Estimate (attach)

☐Independent Third-Party Estimate (attach)

☒Other (specify) ___**typical market value of A&E contracts in relation to capital costs**_____ attach documentation

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

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

Summary of Method: The starting point for this estimate is the total estimated cost of construction for Battery Electric Bus (BEB) charging infrastructure from the RTA's 2023 Low No Grant application to the Federal Transit Administration. The total cost of construction is estimated to be $37,361,907. Basic architectural and engineering (A&E) services for commercial or infrastructure projects are typically estimated as a

percentage of construction cost. Two resources—one from the City/County of San Francisco and a second from the Riverside County (CA) Transportation Department—provide a range of A&E costs as a percentage of total project cost. The former cited a standard range of 7-15% of capital costs, while the latter cited a range of 8-12%. While California typically sees construction costs that are higher than other areas of the country, there is no indication that A&E costs as a relative percentage of capital costs are exceptional in California markets. We therefore saw these figures as credible ranges.

Given the $37.4 MM estimated cost of RTA's 2023 Low No infrastructure project, the above percentages would yield total A&E costs ranging from $2,615,333 on the low end and $5,604,286 on the high end, with an average figure of $3,923,000. Given the fact that A&E services for BEB infrastructure are unique and an emerging market (as opposed to standard roadway engineering work, for instance), we used the 70th percentile of this range rather than the average as an estimate for basic A&E services. This premium—using the 70th percentile rather than the average—accounts for the unique nature of this work. The 70th percentile of this range yields an estimate of $4,595,515 for basic A&E services.

However, the A&E scope for this project includes other design services that are not typically captured in a base A&E fee and scope. These additional services are:

- Assisting in the solicitation of a Construction Manager at Risk (CMAR)
- Collaborating with the chosen CMAR during the design process to arrive at a Guaranteed Maximum Price
- Securing permits from all permitting authorities
- Testing and commissioning of the newly installed infrastructure
- Resident engineer services during the construction phase

Using an estimated number of hours for each of these tasks and an hourly billable rate of $200 per hour for these services (see attached table for a detailed breakdown and attached resources as backup), we calculated these additional services to come to $294,400.

Adding these additional services to the basic services estimate of $4,595,515 yields a total estimate of $4,889,915, which we rounded up to $4,900,000.

Through the method(s) stated above, it has been determined the estimated total cost of the goods/services is $4,900,000

The preceding independent cost estimate was prepared by:

Rafe Rabalais, Director of Capital Projects

Name



Signature

New Orleans Regional Transit Authority- Full Project Scope
FTA Low or No Emission Vehicle Program (Low-No) Program
FY 2023

USE OF FUNDS

PROJECT BUDGET					LOW-NO BUDGET		
Item Description	Partner	Qty	Unit Cost plus Tax	Project Total	Federal Low-No Amount Requested	Local Low-No Match Amount	Total Cost
Buses							
Buses	State Contract	20	$ 1,560,854	$ 31,217,086	$ 26,534,523	$ 4,682,563	$ 31,217,086
Pre/Post Buy America Audit	Jacobs/CTE	1	$ 50,000	$ 50,000	$ 42,500	$ 7,500	$ 50,000
QMS/QA Periodic Inspection	Jacobs/CTE	1	$ 16,000	$ 16,000	$ 13,600	$ 2,400	$ 16,000
Insert new items above this line							
Bus Subtotal				*$ 31,283,086*	*$ 26,590,623*	*$ 4,692,463*	$ 31,283,086
Facilities							
Depot Charger - 180 KW Charging Cabinet	Heliox	7	$ 78,695	$ 550,865	$ 495,779	$ 55,087	$ 550,865
Dispenser Cabinet Pantograph	Heliox	20	$ 24,500	$ 490,000	$ 441,000	$ 49,000	$ 490,000
Depot Pantograph	Heliox	20	$ 25,840	$ 516,800	$ 465,120	$ 51,680	$ 516,800
Depot Charger - Service Level Agreement	Heliox	12	$ 155,770	$ 1,869,240	$ 1,682,316	$ 186,924	$ 1,869,240
En-Route Charger - 450 kW Charging Cabinet	Heliox	2	$ 322,300	$ 644,600	$ 580,140	$ 64,460	$ 644,600
En-Route Charger Mast	Heliox	2	$ 127,665	$ 255,330	$ 229,797	$ 25,533	$ 255,330
En-Route Pantograph	Heliox	2	$ 60,925	$ 121,850	$ 109,665	$ 12,185	$ 121,850
Dispenser Cabinet Pantograph	Heliox	2	$ 24,500	$ 49,000	$ 44,100	$ 4,900	$ 49,000
En-Route Charger Service Level Agreement	Heliox	12	$ 107,080	$ 1,284,960	$ 1,156,464	$ 128,496	$ 1,284,960
Smart Charging Management System Set-up Fees	Jacobs	1	$ 34,302	$ 34,302	$ 30,872	$ 3,430	$ 34,302
Smart Charging System (Per Charger # of Additional Years)	Jacobs	12	$ 18,480	$ 221,760	$ 199,584	$ 22,176	$ 221,760
Yard View (One for Depot)	Jacobs	12	$ 10,800	$ 129,600	$ 116,640	$ 12,960	$ 129,600
Smart Charging System (Per Bus # of Additional Years)	Jacobs	12	$ 32,800	$ 393,600	$ 354,240	$ 39,360	$ 393,600
Design, Construction, etc	Jacobs	1	$ 7,927,691	$ 7,927,691	$ 7,134,922	$ 792,769	$ 7,927,691
Microgrid	Jacobs	1	$ 30,800,000	$ 30,800,000	$ 27,720,000	$ 3,080,000	$ 30,800,000
Insert new items above this line							
Facilities Subtotal				*$ 45,289,598*	*$ 40,760,638*	*$ 4,528,960*	$ 45,289,598
Workforce Development							
Bus OEM Operator, Maintenance, First Responder Training	State Contract	1	$ 250,000	$ 250,000	$ 200,000	$ 50,000	$ 250,000
Infrastructure Training	Heliox	1	$ 250,000	$ 250,000	$ 200,000	$ 50,000	$ 250,000
PPE, Tools, and Equipment	State Contract	1	$ 250,000	$ 250,000	$ 200,000	$ 50,000	$ 250,000
Training Aids, Simulators, Components, Equipment	State Contract	1	$ 250,000	$ 250,000	$ 200,000	$ 50,000	$ 250,000
Workforce Development Assessment	Agency	1	$ 3,500,000	$ 3,500,000	$ 2,800,000	$ 700,000	$ 3,500,000
Insert new items above this line							
Workforce Development Subtotal				*$ 4,500,000*	*$ 3,600,000*	*$ 900,000*	$ 4,500,000
Professional Services							
Project Management and Technical Support	Jacobs/CTE	1	$ 610,000	$ 610,000	$ 488,000	$ 122,000	$ 610,000
Insert new items above this line							
Professional Services Subtotal				*$ 610,000*	*$ 488,000*	*$ 122,000*	$ 610,000
Project Total				**$ 81,682,684**	**$ 71,439,261**	**$ 10,243,423**	**$ 81,682,684**

net cost less design est. mated at $37,361,907

Visit San Francisco's new website, SF.gov

Board of Supervisors

6. Capital Project Design Costs

- The Department of Public Works incurs increased construction costs for project design errors and omissions. Design errors and omissions, a preventable occurrence, accounted for $2.1 million in increased construction contract costs for 49 construction contracts completed in 2004 and 2005, or approximately 2.9 percent of total construction costs of $72.5 million.

- Despite the impact of design errors and omissions on construction costs, the Department does not measure the impact. Although the Bureau of Engineering previously had a performance goal to limit construction contract cost increases due to design errors and omissions to 3 percent, the Bureau does not currently measure such increases. The Budget Analyst found that more than 22 percent of contracts exceeded this goal. Eleven of the 49 construction contracts, or 22.4 percent, had cost increases of 3 percent or more due to design errors and omissions.

- The Department's Bureaus of Architecture and Engineering have project design quality assurance and control programs, but the Bureau of Engineering has not fully implemented their program. Further, the Department formed a task force to assess capital project quality assurance procedures but has not moved forward in evaluating or implementing the task force recommendations for the Department as a whole.

- Several common occurrences have contributed to the increased construction costs resulting from design errors and omissions. Projects designed by consultants can incur high costs. For example, the recently completed Juvenile Hall construction project, designed by a consultant, is expected to incur $9.3 million in additional costs due to design problems, equal to 18 percent of the $51.7 million construction contract. Although the Department intends to pursue a claim for professional liability against the architectural and engineering design contractor, in many contracts the City and not the consultant pays the increased costs

- The Department also needs to better coordinate with the Department of Building Inspection to ensure sign-off of construction projects and prevent delays.

- The Department needs to look at the costs of increasing site visits by the project designer and site testing during the design phase compared to the costs of contract change orders due to unforeseen site conditions to ensure that project designs are cost-effective.

Management of Capital Projects

The Department of Public Works manages most of the City's General Fund capital projects. The Charter authorizes the City's enterprise departments – the Port, the Airport, the Public Utilities Commission, and the Municipal Transportation Agency – and the Recreation and Park Department to manage their own capital projects. The Department of Public Works manages the capital projects of the remaining departments, including street and other projects under the jurisdiction of the Department of Public Works, and provides engineering, architectural, and construction management services to the enterprise as well as the General Fund departments.

The Department of Public Works' engineers and architects serve as project managers for capital projects. The project designer serves as project manager for single discipline projects, such as electrical or structural engineering projects. The Department has also formed a project management group, which assigns engineers and architects as project managers for a limited tenure.

Management of the Capital Project Design Process

The planning and design of projects is the key stage in determining the scope and costs of the capital project. The project designer drafts the construction specification documents that form the basis of the construction bid. The Department prepares construction cost estimates in-house or hires consultants specializing in construction contract estimation, depending on the type of project.

Client departments participate in planning most capital projects. The Department of Public Works' role is to support the planning process and execute the project plan. The Department's engineering and architecture staff design most of the Department's projects, although the Department will hire design consultants to design complex or specialized projects, such as health care or corrections facilities. The project design is the basis of the construction documents and construction cost estimates.

According to interviews with the Department of Public Works' engineers and architects, the capital project design is intended to meet Americans with Disabilities Act and building code requirements and industry standards. The designer needs to balance the client's project plans, code requirements and other standards, and cost restraints. The goal is to achieve a project design that balances design requirements and reduces the need for change orders during the construction phase of the project.

The Bureaus of Engineering and Architecture are responsible for the Department of Public Work's capital project design. Although project design can be complex and varies significantly by the type of project, design efficiency can be measured in part by the cost of the design compared to total construction costs, and the number of construction contract change orders attributed to design errors and omissions.

Capital Project Design Costs

Generally, the Bureaus of Architecture and Engineering senior architects and engineers are responsible for meeting with clients, developing the scope of work, and assigning design work to staff within their sections. The Bureau of Architecture has a pool of consultants to assign design work in addition to the Department of Public Works' architecture staff. The Department also contracts with outside consultants to design complex or specialized projects.

The Department of Public Works encounters specific issues when managing design costs as a portion of overall project costs. As a public agency, the Department lacks the budget constraints of a private firm that must absorb excess labor costs. The Department must pay for all labor hours charged to a project. Conversely, the Department cannot offer pay incentives or retain funds for delivering the project at lower than budgeted costs. The Department also encounters higher design costs due to the higher regulatory and design standards for many public projects.

The Department must balance the need to cost-efficiently design projects while ensuring design thoroughness to avoid later construction change order costs for design errors and omissions.

The Department of Public Works' engineers and architectures expect design costs to make up approximately 7 percent to 15 percent of a project's costs, as a general rule. Design costs constitute a larger percentage of small projects. Specific types of projects, such as curb ramp construction, have a higher percentage of design costs due to the special issues encountered in designing the curb ramp, such as the location of utilities and street lights, basements, and other structures.

Benchmarking Design Costs

Seven California agencies, including the San Francisco Department of Public Works, have been participating in an ongoing capital improvement program benchmarking study. The *California Multi-Agency CIP Benchmarking Study – Update 2005* found that, for projects completed between January 1, 1999, and January 1, 2005, the project delivery costs as a percentage of total construction costs increased over time. The *Study* considered that the increased project delivery costs resulted from improved data collection, which identified project delivery costs more accurately, greater community involvement and coordination, and more stringent regulatory requirements.

When compared to the *Study's* benchmarks, the Department of Public Works project planning and design costs as a percentage of total construction costs are not high.

Table 6.1

The Department of Public Works' Capital Project Planning and Design Costs as a Percentage of Total Construction Costs for Capital Projects Completed in 2005

Department of Public Works			
Average Costs for Department of Public Works Projects Completed in 2005			
	Average Planning and Design Costs	**Average Total Construction Costs**	**Planning and Design as Percent of Total Construction Costs**
Sewer Projects			
Sewer Projects Less than $500,000			
	$83,143		
	$451,788		

APPENDIX
G

Source:
Riverside County (CA)
Transportation Dept.

Estimating Guides

Contents

- Introduction
  - Estimate Stages
    - Conceptual & Planning Estimates
    - Preliminary Estimate
    - Engineers Estimate
  - Caltrans
- Attachments
  - Engineer Estimate Guide
  - Preliminary Estimate Template *(MS Excel)*
  - Engineer Estimate Template *(MS Excel)*
  - Engineer Estimate Template (Segmented) *(MS Excel)*

Introduction

The philosophy of project cost estimating is to produce the best cost estimates reflective of the project risks using the most accurate and complete project and pricing information available at the time the estimate is prepared.

It is difficult to generate cost estimates for transportation projects that remain accurate throughout the entire project life cycle, particularly when comparing early conceptual estimates to the actual final cost of the completed project. Project cost estimates, in a way, are never really completed; they essentially are continually being updated to keep them current. However, developing quality estimates that can be relied on is important for many reasons:

- RCTD's programming and budgeting depends on reasonable project estimates.
- The Transportation Improvement Program has limited funding and budgets all available dollars. Overruns on one project forces something else to be unfunded. Underruns leaves funding in the bank thereby neglecting potential important improvements.
- County budgeting affects local and regional planning.
- Budget estimates are widely circulated to the Board, media and public.
- Poor estimates can cause a loss of credibility

Applying consistent formatting and standardized processes to each estimate enhances the efficiency, accuracy, reliability, and credibility of cost estimates. It also improves the ability to review and compare estimates at different stages of the project life cycle. In the current economic climate of greater-than-ever strains on public funds, the pressure to accurately estimate the ultimate cost of a project is increasing. An accurate and complete cost estimate goes a long way toward supporting the successful delivery of a project within its approved budget.

In summary, good engineering estimates are important. Take the time to do a quality estimate, consistent with the need, and everyone benefits.

determine the need for mitigation. Estimates for the cost of preparing environmental documentation can be developed when a project has been field reviewed and it has been determined what type of environmental document is necessary and what special studies will be needed.

Design costs are calculated in various ways. Sometimes design budgets are created as a percentage of construction. Sometimes they are prepared by determining the number of plan sheets and assigning a cost per sheet. Sometimes a detailed list of tasks is prepared along with the man-hours required and an associated cost per man-hour applied. Using a percentage of construction is obviously easier than creating a list of tasks, however, when time permits it is recommend that costs be determined using the task/man-hour method. This is also consistent with the requirement of consultants submitting cost proposals in response to RCTD's Requests for Proposals.

Typical ranges for design costs as a percentage of construction.

- Total engineering: 8% to 12% of total construction cost
- Preliminary design: 1% to 3% of total construction cost
- Grading: 5% to 8% of estimated grade construction cost
- Paving: 4% to 7% of estimated paving construction cost
- Structures: 6% to 9% of estimated structural construction cost
- Geotechnical: can be a further 0.5% to 1.25% of total construction

Engineer's Estimates

The Project Engineer's Estimate of Cost serves two primary purposes:

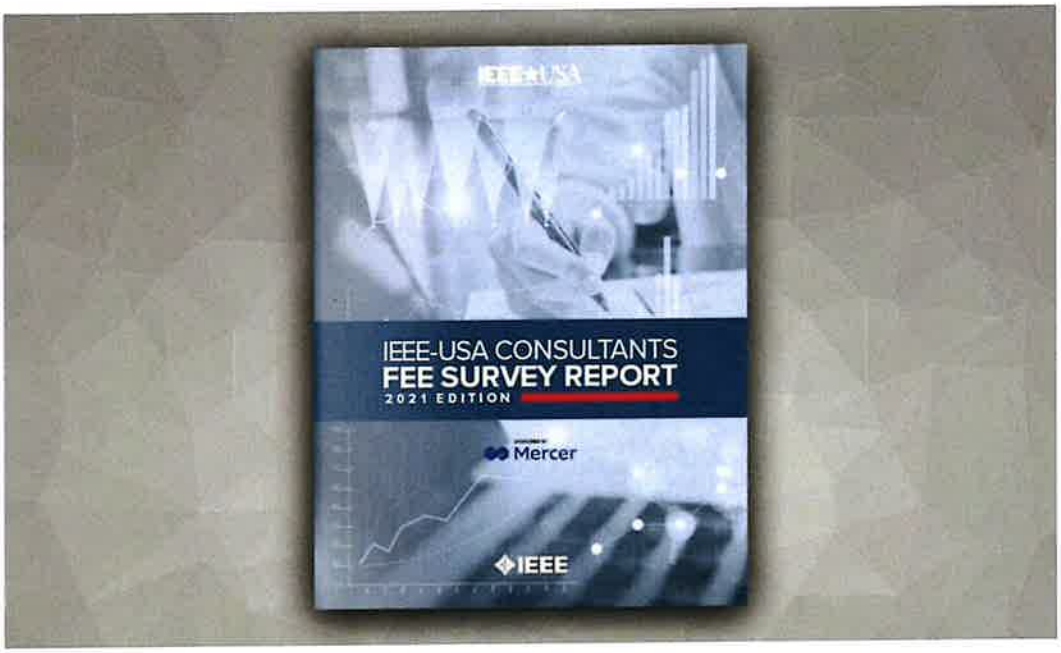
- It estimates the fair and reasonable price RCTD should expect to pay for each of the items of work to be performed.
- It provides the ability to validate the adequacy of available funding.

There are two methods commonly used for estimating prices to be used in Engineer's Estimates. One method is to use previous bid prices as a basis for

2021 IEEE-USA Consultants Fee Survey Report – Median Billable Rates Up, Covid Affecting Short- and Long-Term Business

By Paul Lief Rosengren

19 October 2021 0 5,772 3 minutes read





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IEEE-USA Consultants Fee Survey Report – 2021 Edition

MORE INFO

IEEE-USA has released its 2021 Consultants Fee Survey, focusing on the compensation of consultants, as well as on the impact of COVID-19 on members who earn at least half of their income from engineering consulting. Starting in 1998, this survey has been conducted every other year — through 2008; and annually, starting in 2009.

Despite COVID-19, there was a rise in the amount that respondents to the survey were billing as consultants. The average consultant billing was $170 per hour, up $20 over the previous survey. This rate was consistent, regardless of years of experience — except for those with less than 15 years of experience, whose median hourly rate was $158 an hour. The share of respondents with hourly rates at, or above, $200 per hour increased to 36.4%, up from 32.1% in 2020.

Educational differences in billing rates were consistent with the 2020 survey. Having a Ph.D. translated into a $45 higher median billing rate ($215 an hour), with 17.5% of respondents holding a Ph.D., or its equivalent. There is virtually no difference in hourly rate between those with a

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CPI Inflation Calculator

CPI Inflation Calculator

$ 170.00

in year1 month May year1 year 2021

has the same buying power as

$203.01

in year2 month May year2 year 2025

Calculate

adjusted for inflation to $203/hr.

About the CPI Inflation Calculator

The CPI inflation calculator uses the Consumer Price Index for All Urban Consumers (CPI-U) U.S. city average series for all items, not seasonally adjusted. This data represents changes in the prices of all goods and services purchased for consumption by urban households.

U.S. BUREAU OF LABOR STATISTICS Office of Publications and Special Studies Suitland Federal Center Floor 7 4600 Silver Hill Road Washington, DC 20212-0002

Telephone: 202-691-5200_ Telecommunications Relay Service: 7-1-1_ www.bls.gov Contact Us

2023 Low No - Budget Breakdown

6/27/2025

Total Facilities cost	$	45,289,598
Less budget allocation for design/engineering	$	7,927,691
Total Facilities hard cost	$	37,361,907

Typical A&E percentage for large infrastructure projects		7 - 15%	Source
Base cost low (7%)	$	2,615,333.49	City/County of SF
Base cost high (15%)	$	5,604,286.05	City/County of SF
Alternative base cost low (8%)	$	2,988,952.56	Riverside County Transportation Dept
Alternative base cost high (12%)	$	4,483,428.84	Riverside County Transportation Dept

Additional Services	Estimated Hours	Hourly Rate	Total Cost	Notes
CMAR Solicitation	240	$200	$48,000	Assumes six weeks of work for 1 FTE (3 weeks for 2 FTEs) for organizing and participating in industry days, drafting CMAR solicitation, coordinating with client and Procurement to make edits, finalize solicitation, and respond to technical questions
CMAR collaboration	312	$200	$62,400	Assumes a 39 week design period in collaboration with CMAR contractor, 8 hour per week commitment (1 FTE) to coordinate with CMAR, make design changes, formulate and review proposed VE changes
Permitting	160	$200	$32,000	Includes submissions to permitting agencies, responding to permit reviews, adjusting design docs accordingly, and following up with permitting authorities. Four weeks of work with 1 FTE commitment
Commissioning	240	$200	$48,000	Assumes six weeks of work for 1 FTE (3 weeks for 2 FTEs) for commissioning of Battery Electric Bus charging equipment, charge management system, and equipment interface
Resident Engineering	520	$200	$104,000	Assumes two hour per day commitment of 1 FTE for resident engineering services over the course of a 52 week construction period
TOTAL			$294,400	

Average range of basic A&E services	$	3,923,000.24
70% percentile of range of basic A&E services	$	4,595,514.56
Plus additional services	$	4,889,914.56

Sources:
https://trans.rctlma.org/sites/g/files/aldnop401/files/migrated/Portals-7-documents-Assets-Documents-Appendix_G-Appendix_G.pdf
https://sfbos.org/6-capital-project-design-costs#:~:text=The%20Department%20of%20Public%20Works'%20engineers%20and%20architectures%20expect%20design,%2C%20basements%2C%20and%20other%20structures.

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-088 **Board of Commissioners**

Purchase of Replacement Modems for Streetcar

DESCRIPTION: Award Purchase Order to RCN Communications LLC	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

To authorize the Chief Executive Officer to award a purchase order to RCN Communications LLC for the acquisition to replace cellular modems for use on the streetcar in an amount not exceeding $124,176.60.

ISSUE/BACKGROUND:

The currently installed cellular modems are out of warranty and is no longer supported under the existing maintenance agreement. The agency is working to replace and update all of the modems on our streetcar fleet. The replacement will update and bring our modems in line with similar equipment and interfaces to that of our bus and paratransit fleet. To address this, a new vendor is being sought to supply replacement equipment recommended by the ITS partner, CleverDevices. This replacement is already in use on the ferry system and the most recent bus deliveries, ensuring consistency and compatibility across the fleet.

DISCUSSION:

RCN Communications LLC is the successful bidder that can properly provide the equipment required for the replacement modems.

FINANCIAL IMPACT:

Funding for this purchase order will be provided through local funds account code 01-0000-00-1519-000-00-03-00000-00000 in the amount not exceeding $124,176.60

NEXT STEPS:

Upon RTA Board approval, staff will issue a purchase order to RCN Communications LLC and initiate the purchase of the replacement modems.

ATTACHMENTS:

1. Board Resolution
2. Bid Summary IFB 2025-015

3. Solicitation Approval Routing
4. ICE Summary

Prepared By: Elliot Amsbaugh
Title: Fleet Technology Manager

Reviewed By: Ryan Moser
Title: Chief Asset Manager Officer

Reviewed By: Gizelle Banks
Title: Chief Financial Officer



7/21/2025

Lona Edwards Hankins
Chief Executive Officer

Date

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

RESOLUTION NO. _____

FILE ID NO. **25-088**

STATE OF LOUISIANA

PARISH OF ORLEANS

REVISE RESOLUTION

AUTHORIZATION TO AWARD A PURCHASE ORDER TO RCN COMMUNICATIONS LLC FOR THE PURCHASE OF REPLACEMENT MODEMS FOR STREETCAR

Introduced by Commissioner_____, seconded by Commissioner _____.

WHEREAS, the Chief Executive Officer of the RTA has the need to award a purchase order to RCN Communications LLC for the purchase of replacement modems for streetcar; and

WHEREAS, the agency recognizes that the streetcar modems currently in use by our team are out of warranty and are no longer supported under the existing maintenance agreement; and

WHEREAS, the agency has determined that the replacement modems have already been in use on the ferry system and most recent bus deliveries, ensuring consistency and compatibility across the fleet; and

WHEREAS, RCN Communications LLC has been identified as the successful bidder capable of supplying the required replacement modem equipment in accordance with agency specifications and procurement requirements; and

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

WHEREAS, funding for the purchase order is made available through account code 01-0000-00-1519-000-00-03-00000-00000, with a total cost not to exceed **ONE HUNDRED TWENTY-FOUR THOUSAND ONE HUNDRED SEVENTY-SIX DOLLARS AND SIXTY CENTS ($124,176.60)**; and

NOW, THEREFORE, BE IS RESOLVED, by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, is authorized to award a purchase order to RCN Communications LLC for the purchase of replacement modems for streetcar.

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE 29th DAY OF JULY, 2025.

_____

FRED A. NEAL, JR.

CHAIRMAN

RTA BOARD OF COMMISSIONERS

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

Bid Response Summary

Bid Number	IFB 2025-015
Bid Title	Streetcar Replacement Modem
Due Date	Friday, May 30, 2025 1:00:00 PM [(UTC-06:00) Central Time (US & Canada)]
Bid Status	Open for Bidding
Company	RCN Communications LLC
Submitted By	Kristin Messmann - Wednesday, May 28, 2025 6:47:32 PM [(UTC-06:00) Central Time (US & Canada)] kristin@rcntechnologies.com 865-293-0350
Comments	

Question Responses

Group	Reference Number	Question	Response
Default Item Group			
	IFB 2025-015	Please upload bid documents.	NORTA RCN Communications LLC response IFB 2025.015.pdf

Pricing Responses

Group	Reference Number	Description	Type	Unit Of Measure	Quantity	Unit Price	Ext Base Price	Comment
Default Item Group								
	IFB 2025-015	BAS BID TOTRTAL-Streetcar Replacement Modem	Base	Each	1.00	$2,069.61	$2,069.61	
Total Base Bid	$2,069.61							

May 28, 2025

Regional Transit Authority of New Orleans

Re: Letter of Interest for NORTA Streetcar Replacement Modem IFB 2025-015

On behalf of RCN Communications LLC, I am writing to formally express our interest in responding to the Request for Proposal (RFP) issued by NORTA for Ericsson R1900s for streetcar connectivity. We appreciate the opportunity to present our qualifications and approach to support your organization in achieving its objectives.

RCN Communications has a strong track record of delivering cellular connectivity for transit authorities with over 13 years of experience serving clients in the public sector and transit authorities. Our team brings together a combination of technical expertise, innovative thinking, and a deep understanding of the challenges and opportunities related to wireless connectivity.

We believe our procurement strategy and ability to support any ongoing needs align closely with the goals outlined in your RFP and we are confident in our ability to deliver this product in a timely manner at a highly competitive price. Enclosed, please find our formal response submission which includes the requested forms.

We welcome the opportunity to further discuss our proposal or provide any additional information you may need. Thank you for considering our interest in this important initiative.

Sincerely,

Kristin Messmann
Director of Strategic Programs
kristin@rcntechnologies.com

INVITATION FOR BIDS
FROM
REGIONAL TRANSIT AUTHORITY

SUBJECT: STREETCAR REPLACEMENT MODEMS

DATE: APRIL 14, 2025

INVITATION FOR BIDS NO. 2025-015

BID OPENING: FRIDAY, MAY 9, 2025, 1:00 P.M.

The Regional Transit Authority invites bids for supplies and/or services set forth above in accordance with the specifications enclosed herewith.

Bids MUST be received at the RTA Office by the date and time set for bid opening.

Enclosures MUST include ("X" indicates item enclosed)

_X_ Instruction to Bidders

_X_ General Provisions

_X_ Technical Specifications

_X_ Bid Forms

I INSTRUCTIONS TO BIDDERS

1.1 SCOPE

The New Orleans Regional Transit Authority seeks a qualified vendor to provide sixty (60) in-vehicle cellular modems. Equipment must match the technical specifications to ensure consistency in the fleet hardware and managing capability, or equivalent. Pricing for each unit *must* include a five (5) year "NetCloud Mobile Essentials" plan. Units must be in new condition and to be shipped/delivered to Regional Transit Authority, 2817 Canal St., New Orleans, LA 70119.

1.2 CONTRACT DOCUMENTATION

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

Confidential Information, Trade Secrets, and Proprietary Information

The designation of certain information as trade secrets and/or privileged or confidential proprietary information shall only apply to the technical portion of the proposal. The financial proposal will not be considered confidential under any circumstance. Any proposal copyrighted or marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.

For the purposes of this procurement, the provisions of the Louisiana Public Records Act (La. R.S. 44.1 et. seq.) shall be in effect. Pursuant to this Act, all proceedings, records, contracts, and other public documents relating to this procurement shall be open to public inspection.

You are reminded that while trade secrets and other proprietary information you submit in conjunction with this procurement may not be subject to public disclosure, you must claim such protections at the time of submission of your technical proposal. You should refer to the Louisiana Public Records Act for further clarification.

The City will not credit any blanket exemption claims lacking specific justification.

You shall clearly designate the part of the proposal that contains a trade secret and/or privileged or confidential proprietary information as "confidential" to claim protection, if any, from disclosure. You shall mark the cover sheet of the proposal with the following legend, specifying the specific section(s) of the proposal sought to be restricted in accordance with the conditions of the legend:

"The data contained in pages _____of the proposal have been submitted in confidence and contain trade secrets and/or privileged or confidential information and such data shall only be disclosed for evaluation purposes, provided that if a contract is awarded to this Respondent as a result of or in connection with the submission of this proposal, the RTA of New Orleans shall have the right to use or disclose the data therein to the extent provided in the contract. This restriction does not limit the RTA of New Orleans's right to use or disclose data obtained from any source, including the Respondent, without restrictions."

Further, to protect such data, each page containing such data shall be specifically identified and marked **"CONFIDENTIAL".**

You must be prepared to defend the reasons why the material should be held confidential. By submitting a proposal with data, information, or material designated as containing trade secrets and/or privileged or confidential proprietary information, or otherwise designated as "confidential", you agree to indemnify and defend (including attorney's fees) the RTA and hold the RTA harmless against all actions or court proceedings that may ensue which seek to order the RTA to disclose the information.

The RTA reserves the right to make any proposal, including proprietary information contained therein, available to RTA personnel for the sole purpose of assisting the RTA in its evaluation of the proposal. The RTA shall require said individuals to protect the confidentiality of any specifically identified proprietary information or privileged business information obtained as a result of their participation in these evaluations.

Additionally, any proposal that fails to follow this section and/or La. R.S. 44:3.2.(D)(1) shall have failed to properly assert the designation of trade secrets and/or privileged or confidential proprietary information and the information may be considered public records.

1.3 BID REQUIREMENTS (ELECTRONIC BID SUBMITTAL)

Electronic bids will be uploaded through our electronic bidding system at https://norta.procureware.com/home. **Until 2:00 PM on the date established as the bid receipt** deadline. Bids received after the date and time shall be considered late. All necessary and appropriate resources, including but not limited to labor, equipment, and materials, supplies, etc. shall be furnished in strict accordance with the project schedule and terms and conditions contained in this Invitation for Bids.

1.4 PRICING

The bidder shall complete and execute the Louisiana Uniform Public Work Bid Form (Attachment II). The bidder shall quote prices in the unit of measure specified and shall include all applicable taxes in the bid price. The RTA is exempt from all taxes; however, only Louisiana State Sales Tax Exemption for materials incorporated into the final product will be transferable to the Contractor. The Contractor shall pay all other sales, use, and other similar taxes that are enacted as of the Contract execution or subsequently revised or added. The Regional Transit Authority will pay no sales taxes or for any increase in sales taxes, unless such increase in sales tax is due to a change in the interpretation of the Louisiana Tax Code by the Louisiana State Tax Commission and such increase in sales tax is the subject of an authorized change order. Whenever there is a discrepancy between a unit price and any extension, the unit price shall govern. Bidders are hereby notified that discount terms shall not be used in the determination of award of this contract.

1.5 BRAND NAMES

Wherever in the specifications the name of a certain brand, make, manufacturer, or definite specification is utilized, these specifications are used only to denote the quality standard of product, style type, and character of product desired and do not restrict bidders to the specific brand, make, manufacturer or specification named. Equivalent products, which have been designated "approved equals" by RTA or its agents, shall be acceptable.

1.6 QUALIFICATIONS FOR AWARD

Award of this contract shall be made to the lowest responsible bidder, provided the bid is responsive in all respects to the terms and conditions of the contract, and the requirements, conditions, specifications as provided in this Invitation for Bids. To be responsible the Contractor shall be a person, firm, or corporation that:

Has in operation, or has the capability to have in operation, or has access to a manufacturing plant adequate to ensure delivery of all services, goods and supplies within the time specified under this contract.

Has adequate engineering and service personnel, or has the capability to obtain such personnel, to satisfy any engineering or service problems that may arise during the contract period.

Has adequate construction management and construction craft personnel, or has the capability to obtain such personnel, to satisfy any construction or service problems that may arise during the contract period.

Has the necessary facilities and financial resources, or has the capability to obtain such facilities and financial resources, to complete the contract in a satisfactory manner within the required time.

The RTA shall have the right to conduct a pre-award survey of each bidder and to conduct a cost/price analysis and/or audit to determine if the prices bid are fair and reasonable.

1.7 BIDDER REVIEW PROCEDURES

FOR THE PURPOSES OF THIS PARAGRAPH, SUBMISSION DEADLINES SHALL BE 1:00 P.M. (CENTRAL TIME).

a. Request for Modification or Clarification

This section establishes procedures for bidders to seek review of this Invitation for Bids and any addenda. A bidder may discuss this Invitation for Bids and any addenda with the RTA. Such discussions do not, however, relieve bidders from the responsibility of submitting written, documented requests. Bidders may submit to the RTA requests for interpretations, clarifications or modifications concerning any term, condition and/or specification included in this Invitation for Bids and/or in any addendum hereto. Any such request, questions, etc. must be received by the RTA, in writing. RTA will entertain questions etc. submitted at the pre-bid conference on the attached pre-bid conference form, or requests submitted in writing not less than seven (7) calendar days before the date of scheduled bid opening. All requests must be accompanied by all relevant information supporting the request for modification, interpretation, clarification or addendum of this solicitation. All requests for clarification and/ or modification should be submitted through the RTA Procurement E-Bid website at https://norta.procureware.com/home.

RTA will issue a written determination relative to each request made pursuant to this procedure. The written determination must be posted for all bidders to view through the E-Bid website or otherwise furnished to all bidders at least three (3) calendar days (72 hours) before the date scheduled as the bid opening date.

b. Protest Procedures

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

Any person who is aggrieved in connection with the solicitation or award of a contract may protest to the Director of Procurement. Protests shall be submitted in writing specifically identifying the area of protest and containing any support data, test results, or other pertinent information substantiating the appeal. A protest with respect to a solicitation must be submitted in writing to the RTA at least five (5) calendar days prior to bid opening. A protest with regard to contract award shall be submitted, in writing, within seven (7) calendar days after award of the contract.

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

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

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

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

1. The decision is fraudulent; or
2. The person adversely affected by the decision has submitted a timely administrative appeal to the Chief Executive Officer.

In the event of a timely protest under these regulations, the RTA shall not proceed further with the solicitation or with the award of the contract unless the Director of Procurement makes a written determination that the award of the contract is necessary without delay to protect the substantial interests of the RTA.

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

The aggrieved person must file an appeal within seven (7) calendar days of receipt of a decision from the Director of Procurement.

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

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

1. The decision is fraudulent; or

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

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

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

1.8 BID PREPARATION

Each offer shall be made on the Invitation for Bids Form which shall be enclosed in a sealed envelope with the name and address of the bidder, the required contractor's licensing number, the advertised date and time of the bid opening, and the title of the bid marked on the outside. All blank spaces on the bid form must be filled in and no changes shall be made in the wording. Bidder's wishing to submit an electronic bid are directed to, Section I. Instruction to Bidder's, Paragraph 1.3 BID REQUIREMENTS (ELECTRONIC BID SUBMITTAL) of this IFB.

1.9 BID POSTPONEMENT AND AMENDMENT

The RTA reserves the right to amend the instructions, general conditions, special conditions, plans, scope of work, and specifications of this solicitation up to the time set for bid opening. Copies of such amendments shall be furnished to all prospective bidders.

1.10 CANCELLATION OF THE INVITATION FOR BIDS

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

1.11 PUBLIC BID OPENING

Bids shall be publicly opened at the time specified herein. The content of all bids, including documents marked proprietary, shall be made public for the information of bidders and other interested parties. Bidders are required to submit all administrative submittals being requested by RTA. This does not supersede the requirement for a fully executed Invitation for Bid LA Public Bid Form, note Attachment II, and DBE Forms at the time of the Bid Opening.

1.12 BID REJECTION

The RTA reserves the right to waive any minor informality or irregularities in the bids received which do not prejudice other bidders. The RTA also reserves the right to reject any and all bids in whole or in part, and to award by items, parts of items, or by any group of items specified. Conditional bids, or those which take exception to the specifications, shall be considered non-responsive and shall be rejected.

1.13 SINGLE BID RESPONSE

If only one bid is received in response to this Invitation for Bids, a detailed cost proposal may be requested of the single bidder. A cost/price analysis and evaluation and/or audit may be

performed in order to determine if the price is fair and reasonable. Award of a contract to the bidder submitting the only bid received in response to this Invitation for Bids may be subject to approval by the FTA.

1.14 BID WITHDRAWAL

Prior to the date and time set for bid opening, bids may be modified or withdrawn by the bidder's authorized representative in person, or by written or telegraphic notice. After the bid opening, bids may not be withdrawn for ninety (90) calendar days.

1.15 AWARD PROCEDURE

Within a reasonable time after the bid opening, the RTA will transmit the contract documents to the successful bidder. The contract documents will, at a minimum, consist of this Invitation for Bids, the Contractor's bid, RTA's standard contract provisions and provisions required by FTA.

1.16 UTILIZATION OF MINORITY AND WOMEN OWNED BANKS

All bidders are hereby encouraged to utilize the services of minority and women owned banks. The RTA's DBE Specialist is knowledgeable about such services. Any questions or concerns should be directed to the DBE Specialist at RTA's offices, 2817 Canal St., New Orleans, LA. (504) 827-8301.

1.17 ADDENDA

Bidders shall acknowledge receipt of all addenda to this invitation for Bids. Acknowledged receipt of each addendum must be clearly established and included with the offer. The undersigned acknowledges receipt of the following addenda.

Addendum No. 1, dated 5/5/25

Addendum No. 2, dated 5/6/25

Addendum No. 3, dated 5/7/25

IFB NO. 2025-015

RCN Communications LLC
Company Name

Kristin Messmann
Company Representative

II. GENERAL PROVISIONS

2.1 WRITTEN CHANGE ORDERS/AMENDMENTS

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

2.2 CHANGE ORDER/AMENDMENT PROCEDURE

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

2.3 OMISSIONS

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

2.4 PRIORITY

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

2.5 COMMUNICATIONS

All official communications in connection with this contract shall be in writing. Respondents to this solicitation or persons acting on their behalf may not contact, between the release of the solicitation and award, any employee or officer of RTA or the Regional Transit Authority, including the Board of Commissioners, concerning any aspect of this solicitation, except in writing to the procurement officer or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response.

2.6 INTEREST OF MEMBERS OF, OR DELEGATES TO CONGRESS

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

2.7 CONFLICT OF INTEREST

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

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

b. Any member of his immediate family;

c. His or her partner; or

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

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

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

2.8 EQUAL EMPLOYMENT OPPORTUNITY

The Contractor shall comply with Executive Order No. 11246 as amended, entitled "Equal Employment Opportunity" as supplemented in Department of Labor Regulations (41 C.F.R. Paragraph 60). In connection with the execution of this Agreement, the Contractor shall not discriminate against any employees or applicant for employment because of race, religion, color, sex, age, or national origin. The Contractor shall take affirmative action to ensure that applicants are employed and that employees are treated during their employment without regard to their race, religion, color, sex, age, or national origin. Such actions shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. Contractor further agrees to insert a similar provision in all subcontracts, except subcontracts for standard commercial supplies or raw materials.

2.9 PRIVACY REQUIREMENTS

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

(1) The Contractor agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974, 5 U.S.C. § 552a. Among other things, the Contractor agrees to obtain the express consent of the

Federal Government before the Contractor or its employees operate a system of records on behalf of the Federal Government. The Contractor understand that the requirements of the Privacy Act, including the civil and criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract.

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

2.10 INDEMNIFICATION

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

2.11 PERFORMANCE

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

2.12 STATUS OF CONTRACTOR AND ITS EMPLOYEES

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

2.13 INSURANCES

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

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

2.14 SUBCONTRACTORS

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

2.15 ASSUMPTION OF RISK OF LOSS

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

2.16 ACCEPTANCE

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

2.17 QUALITY INSPECTION

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

2.18 CORRECTION BY CONTRACTOR

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

2.19 UNAVOIDABLE DELAYS

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

2.20 NOTIFICATION OF DELAY

The Contractor shall notify the RTA as soon as the Contractor has, or should have, knowledge that an event has occurred or will occur which will delay progress or completion. Within five (5) days there from, the Contractor shall confirm such notice in writing furnishing as much detailed information as is available.

2.21 REQUESTS FOR EXTENSION

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

2.22 ACCESS REQUIREMENTS FOR INDIVIDUALS WITH DISABILITIES

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

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

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

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

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

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

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

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

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

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

2.23 APPLICATION OF FEDERAL, STATE AND LOCAL LAWS AND REGULATIONS

(a) Federal Laws and Regulations

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

(b) State or Territorial Law and Local Law

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

2.24 CONTRACT PERIOD

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

2.25 NO OBLIGATION BY THE FEDERAL GOVERNMENT

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

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

2.26 FEDERAL CHANGES

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

2.27 INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

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

2.28 EXCLUSIONARY OR DISCRIMINATORY SPECIFICATIONS

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

2.29 GEOGRAPHIC RESTRICTIONS

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

2.30 PROMPT PAYMENT

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

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

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

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

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

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

The contractor, sub recipient or subcontractor shall make prompt payments for all satisfactory work performed under this agreement. The contractor shall within thirty (30) days of receipt of payment from RTA make all payments due subcontractors and suppliers. This requirement shall flow down to all levels including subcontractors making payments to sub subcontractors and suppliers, etc. Additionally, upon release of retainage(s) by RTA, Contractor shall in turn within thirty (30) days release retainage(s) it holds. The requirement for release of retainage(s) within thirty (30) days shall flow down to all subcontractors, etc. performing under this contract. Contractor or any of its subcontractors, etc. may not delay or postpone payments or release of retainage without prior RTA written approval. RTA may delay, or withhold up to twenty-five percent of Contractor's payments, retainage, etc. if there is evidence that Contractor is not complying with any provision hereunder. RTA may withhold monies due Contractor until such time as Contractor by its actions or assurances has, to RTA satisfaction, proven that it will or has complied with all the requirements hereunder.

2.31 CONFIDENTIALITY

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

2.32 DISPUTES

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

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

Claims for Damages. Should either party to the Contract suffer injury or damage to person or property because of any act or omission of the party or of any of his employees, agents or others

for whose acts he is legally liable, a claim for damages therefore shall be made in writing to such other party within a reasonable time after the first observance of such injury or damage.

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

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

2.33 OWNERSHIP OF DOCUMENTS

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

2.34 STATE AND LOCAL LAW DISCLAIMER

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

2.35 PARTICIPANT INFORMATION FORM

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

2.36 NON-COLLUSION AFFIDAVIT

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

2.37 REGIONAL TRANSIT AUTHORITY GENERAL PROVISIONS

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

ATTACHMENT I

ATTACHMENT I

Technical Specifications
New Orleans Regional Transit Authority
IFB 2025-015 – Streetcar Replacement Modems

Hardware Specs

Category	Mobile
Cloud Management	Yes
Wireless Connectivity	Dual Connectivity; 5G & Cat 20 LTE
5G Status	5G embedded
Form Factor	Ruggedized metal
Ethernet Ports	4 GbE (LAN/WAN switchable)
USB Ports	1
Serial Ports	1
Bluetooth	Yes, embedded Bluetooth version 5.2
Dual-Modem Support	Yes, with RX30-MC
Network Operator Standards	PTCRB (U.S), GCF (global)
Network Operator Certifications	AT&T, EE, T-Mobile, Verizon
Regions	North America, Latin America, Europe, Africa/Middle East, Asia-Pacific *See country and model availability*
Public Safety Networks	ESN, FirstNet Trusted, T-Mobile Connecting Heroes, Verizon Frontline *See data sheet for model applicability*
Throughput	940 Mbps (Firewall)
VPN Tunnel Count	10
Wi-Fi	Dual-band, dual-concurrent; 802.11ax (Wi-Fi 6)
GNSS	Discrete active GNSS with dead reckoning
PoE	Yes, with RX30-PoE
Operating Temperature	-30 °C to 75 °C (-22 °F to 167 °F)
Rack Mountable	No
Private Cellular Network	Yes — CBRS, 4G LTE, 5G

NetCloud for Mobile Essentials Plan

NetCloud for Mobile provides the enterprise capabilities that organizations need to manage their in-vehicle work. Essentials Plan includes:

- Secure remote management & orchestration with NetCloud Manager
- Dynamic routing protocols, traffic steering & QoS
- Zone-based firewall
- In-band & out-of-band management
- Real-time troubleshooting tools & diagnostics
- Insights, alerts & dashboard analytics
- Modem-data-usage dashboard & predictive alerting
- Location services
- Extensibility (SDK, API, third-party integrations)

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NetCloud Service Plan Features

NetCloud Feature	NetCloud Mobile Performance			NetCloud Mobile	
Endpoint	R980	R1900	R2100	R920	ISR1700
WAN					
Carrier Selection Intelligence	✓	✓	✓	✓	✓
Connection Manager					
Load Balancing	✓	✓	✓	✓	✓
Smart WAN Selection	✓	✓	✓	✓	✓
Advanced APN	✓	✓	✓	✓	✓
WAN Verify	✓	✓	✓	✓	✓
Failover Failback	✓	✓	✓	✓	✓
WAN Connections					
5G	✓	✓	✓	✓	✓
LTE	✓	✓	✓	✓	✓
CBRS	✓	✓	✓	✓	✓
WiFi-as-WAN	✓	✓	✓	✓	✓
Wireless Client	✓	✓	✓	✓	✓
Wired Ethernet	✓	✓	✓	✓	✓
SD-WAN					
Single-Sided Architecture (Edge only)					
Static Traffic Steering (Device or Group)	✓	✓	✓	✓	✓
Dual-Ended Architecture (requires NCX Service Gateway or NetCloud SASE	Zero-Trust Security & SD-WAN	Zero-Trust Security & SD-WAN	Zero-Trust Security & SD-WAN	Zero-Trust Security & SD-WAN	Zero-Trust Security & SD-WAN
Enterprise Routing					
Static Routes	✓	✓	✓	✓	✓
Policy Routes	✓	✓	✓	✓	✓
OSPF	✓	✓	✓	✓	✓
BGP	✓	✓	✓	✓	✓
RIP	✓	✓	✓	✓	✓
PIM	✓	✓	✓	✓	✓
Open EIGRP	✗	✗	✗	✗	✗
NHRP	✓	✓	✓	✓	✓
NEMO DAINR	✓	✓	✓	✓	✓
IP Verify	✓	✓	✓	✓	✓
LAN					
IPv4 & IPv6	✓	✓	✓	✓	✓
Quality of Service (QoS)	✓	✓	✓	✓	✓
Application Aware QoS			Advanced		
DHCP Server Relay	✓	✓	✓	✓	✓
VRRP	✓	✓	✓	✓	✓
MAC Filtering and Logging	✓	✓	✓	✓	✓
IP Passthrough Mode	✓	✓	✓	✓	✓
Wired 802.1x	✓	✓	✓	✓	✓
STP	✓	✓	✓	✓	✓
LLDP	✓	✓	✓	✓	✓
VLANS	✓	✓	✓	✓	✓
Wi-Fi					
Multiple SSIDs	✓	✓	✓	✓	✓
Wireless Security Modes					
Open	✓	✓	✓	✓	✓
WEP	✓	✓	✓	✓	✓
WPA WPA2 Personal	✓	✓	✓	✓	✓
WPA WPA2 Enterprise (802.1x)	✓	✓	✓	✓	✓

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NetCloud Service Plan Features

NetCloud Feature	NetCloud Mobile Performance			NetCloud Mobile	
Endpoint	**R980**	**R1900**	**R2100**	**R920**	**IBR1700**
WPA WPA2 WPA3 Personal and Enterprise (802.1x)	✓	✓	✓	✓	✓
Smart Channel Selection	✓	✓	✓	✓	✓
HotSpot Services (Captive Portal)	✓	✓	✓	✓	✓
Edge Security					
Zone Firewall	✓	✓	✓	✓	✓
Application Aware Zone Firewall					
Basic URL Web Filtering (Permitted Blocked list)	✓	✓	✓	✓	✓
Available DNS Layer Filtering with Cisco Umbrella	✓	✓	✓	✓	✓
CP Secure Threat Management (IPS IDS)					
Actionable Alert on Threat Detection					
CP Secure Web Filter					
Web Classification and Categorization					
Web Reputation					
VPN & Tunneling					
Traditional Edge VPN Protocols & Orchestration					
IPSec	✓	✓	✓	✓	✓
GRE	✓	✓	✓	✓	✓
OpenVPN (SSL VPN)	✓	✓	✓	✓	✓
L2TP	✓	✓	✓	✓	✓
PMIP	✓	✓	✓	✓	✓
DMVPN	✓	✓	✓	✓	✓
Auto-Tunnels	✓	✓	✓	✓	✓
Zero Trust Network					
Site-to-site Based Access Policies (Secure Connect)					
Secure Remote Access (ZTNA)					
Hybrid Mesh Firewall (HMF)					
Advanced Web Services					
Troubleshooting & Diagnostics					
Out-of-Band Management for access to non-Cradlepoint devices with console port	✓	✓	✗	✓	✓
In-band management for access to LAN connected 3rd party device UIs	✓	✓	✓	✓	✓
In-band management for clientless access to LAN connected PC MAC devices (RDP VNC)					
Real-time Device Status via Remote Connect Local UI (router)	✓	✓	✓	✓	✓
Real-time Network Interface Status via Remote Connect Local UI (router)	✓	✓	✓	✓	✓
Current Device Status via NetCloud Device Dashboard	✓	✓	✓	✓	✓
Current Network Interface Status via NetCloud Device Dashboard	✓	✓	✓	✓	✓
Ping	✓	✓	✓	✓	✓
Traceroute	✓	✓	✓	✓	✓
Global Speed Test per WAN Interface	✓	✓	✓	✓	✓
Rogue AP Detection	✓	✓	✓	✓	✓
Wi-Fi Site Survey	✓	✓	✓	✓	✓
GPIO (General Purpose Input Outputs)	✓	✓	✓	✓	✓
Ignition Sensing with Delayed Power Off	✓	✓	✓	✓	✓
OBD-II Support	✓[4]	✓[4]	✗	✓[4]	✓[4]
Dashboard Analytics					
Account Dashboard	✓	✓	✓	✓	✓
Group Dashboard	✓	✓	✓	✓	✓

ERICSSON

NetCloud Service Plan Features

NetCloud Feature	NetCloud Mobile Performance			NetCloud Mobile	
Endpoint	R980	R1900	R2100	R920	IBR1700
Device Dashboard	✓	✓	✓	✓	✓
Detailed Interface (Network, Ports, and Wi-Fi) view with Live Stats	✓	✓	✓	✓	✓
Detailed Interface (GPIO) view with Live Stats	✓	✓	✓	✓	✓
GeoView Dashboard (Account, Group, Device)	✓	✓	✓	✓	✓
Near Real-Time Last Known Map Location Based on GNSS GPS	✓	✓	✓	✓	✓
Add Last Known Map Location Manually	✓	✓	✓	✓	✓
Approximate Last Known Map Location Based on Serving Cell Tower	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Location of Serving Cell Tower	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
GeoFence Alerting	✓	✓	✓	✓	✓
5G LTE Cellular Coverage Map with filter	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Location Tracking	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Cellular Data Usage Dashboard (Account)	✓	✓	✓	✓	✓
Pooled Carrier Data Usage Analytics, Forecasting, and Alerting	✓	✓	✓	✓	✓
Data Usage Dashboard (Account, Group, Device)					
Usage by WAN and Modem	✓	✓	✓	✓	✓
Clients - Connected and Top Users (Account, Group, Device)	✓	✓	✓	✓	✓
Traffic - Categories and Applications (Account, Group, Device)	Advanced	Advanced	Advanced	Advanced	Advanced
Health Dashboard (Account, Group, Device)	✓	✓	✓	✓	✓
WAN Uptime (uncategorized)	✓	✓	✓	✓	✓
WAN Uptime (categorized by WAN service type)	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Devices Lifecycle (shows where software update is required)	✓	✓	✓	✓	✓
Cellular Health Summary (Account, Device)	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Cellular Health Events (Device)	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Cellular Health with Live Stats (Device)	✓	✓	✓	✓	✓
Application and Interface WAN Quality of Experience QoE	Advanced	Advanced	Advanced	Advanced	Advanced
Traffic Steering for Events & Flows	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Failover Events Summary	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
Active Failover Events	Standard or Advanced	Advanced	Advanced	Standard or Advanced	Standard or Advanced
License Dashboard (Device)	✓	✓	✓	✓	✓
Subscription Dashboard (Account)	✓	✓	✓	✓	✓
Licensed Devices (allows Change License capability and shows active Essentials Plans	✓	✓	✓	✓	✓
Non-Compliant Devices	✓	✓	✓	✓	✓
Unlicensed Devices	✓	✓	✓	✓	✓
Subscriptions (includes total budgetary renewal cost for proactive budgeting)	✓	✓	✓	✓	✓
Product Last Date of Support	✓	✓	✓	✓	✓
Capacity Dashboard (with alerts)	✗	✗	✗	✗	✗
VPN Monitor	✓	✓	✓	✓	✓
Security Dashboard (Account, Device)	Advanced	Advanced or	Advanced or	Advanced	Advanced or
CP Secure Web Filter Summary and Events	Advanced	Advanced or	Advanced or	Advanced	Advanced or
CP Secure Threat Management (IDS/IPS) Events	Advanced	Advanced or	Advanced or	Advanced	Advanced or
Default Password usage insights	Advanced	Advanced or	Advanced or	Advanced	Advanced or

ATTACHMENT II

Attachment II
UNIT PRICE FORM

SOLICITATION NUMBER: 2025-015
DESCRIPTION: Streetcar Replacement Modem
OPEN DATE: April 14, 2025
DUE DATE: May 9, 2025

LINE	ITEM DESCRIPION	UOM	QTY	UNIT COST	TOTAL COST *(unit cost x qty)*
1	Manufacturer: Cradlepoint Model: R1900 Part #: ~~MBA5~~-19005GB-GA ✱ MB05-1900 5GB-GA. **Price per unit must include NetCloud Mobile Essentials Plan*	EA	60	$2069.61	$124,176.60.
2	Freight/Shipping (if applicable)	EA	1		

Equivalent Product Manufacturer/Model/Part: _____

TOTAL BASE BID: $124,176.60

VENDOR NAME: RCN Communications LLC dba RCN Technologies
VENDOR ADDRESS: 200 Jennings Ave Knoxville TN 37917
NAME OF AUTHORIZED SIGNATORY: Kristin Messmann
TITLE OF AUTHORIZED SIGNATORY: Director of Strategic Programs
SIGNATURE OF AUTHORIZED SIGNATORY: Kristin Messmann
DATE: 5/28/25.

ATTACHMENT III

SUPPLIER SUBMISSION CHECKLIST

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

Letter of Interest

✓Consultant Questionnaire Form

Buy American Certificate for Compliance – Removed - Addendum 1.

✓ Non-Collusion Affidavit

✓Certificate on Primary Debarment

✓Certificate Regarding Debarment– Lower Tier

✓Certification of Restrictions on Lobbying

✓Participant Information Form

DBE Form 1 – Contract Participation and DBE Commitment

DBE Form 2 – DBE Participation Questionnaire

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

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

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

INSTRUCTIONS FOR OBTAINING FORMS

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

Click on "Vendor Form Library"

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed Contractor Questionnaire form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate Contractor Questionnaire form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Service Provider Questionnaire RTA	1. Project name, project number and date of submittal: Streetcar Replacement Modem IFB - 2025-015	2. Official name of firm, indicate if prime or subconsultant: RCN Communications LLC dba: RCN Technologies	3. Address of office to perform work: 200 Jennings Ave Knoxville TN 37917.
4. Name of parent company, if any:	5. Location of headquarters (city): Knoxville, TN	6. Name, title, and telephone number of principal contact: Kristin Messmann Director of Strategic Programs 865-248-2740	7. Name, title, and telephone number of project manager:
8. Specify Type of Ownership: (Private corporation) Public corporation Proprietorship Partnership	9. Indicate Special Status: Small business Minority-owned business ☆Woman-owned business	10. Indicate certifications held regarding special status: SBA certified SLDBE certified LAUCP certified	11. Is this submittal a joint venture (JV)? Yes (No) If so, has the JV worked together before? Yes No

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

#	Function (e.g. civil engineer)	#	Function	#	Function	#	Function
						0	**Total Personnel Domiciled in LA**
						48	**Total Personnel**

Not available if required — none will participate in this procurement only project

13. List all outside subcontractors or subconsultants you intend to employ for this project. NA

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Kristin Messmann	a. Name and title:
b. Position or assignment for this project: Primary contact / project oversight/procurement	b. Position or assignment for this project:
c. Years of professional experience with this firm: 7.5 With other firms: 20	c. Years of professional experience with this firm: With other firms:
d. Education: Degree / Year / Specialization MS- Counseling & Consultation 2003 BA - 2000	d. Education: Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline / License number / First year registered NA	e. Active registration or applicable certifications: State / Discipline / License number / First year registered
f. Experience and qualifications relevant to this project: Multiple years of selling and supporting Cellular WAN Connectivity projects across the United States	f. Experience and qualifications relevant to this project:

15. List work by firm's personnel members to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects). — NA.

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
Unable to divulge Customer information —	this is a procurement only / dropshipment of hardware. If additional information is				
	needed to grant us this award, we will provide it				

NON-COLLUSION AFFIDAVIT

STATE OF TN

PARISH OF Knox County

Reed Peterson, being first duly sworn, deposes and says that:

(1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of [illegible], the Contractor that has submitted the attached bid;

(2) Such Bid is genuine and is not a collusive or sham Bid.

(3) The attached bid is not made in the interest of or on behalf of any undisclosed person, partnership, company association, organization or corporation; that such bid is genuine and not collusive or sham; that said bidder has not, directly or indirectly, induced or solicited any other bidder to put in a false or sham bid, and has not, directly or indirectly colluded, conspired connived or agreed with any bidder or anyone else to put on a sham bid, or refrain from bidding; that said bidder has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of said bidder or any other bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other bidder, or to secure any advantage against RTA or anyone interested in the proposed contract; that all statements contained in such bid are true; that said bidder has not, directly or indirectly, submitted his bid price or any breakdown thereof or the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly, any money or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual; and further that said bidder will not pay or agree to pay directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any individual, for aid or assistance in securing contract above referred to in the event the same is awarded to said bidder.

Signed: [illegible]

Title: VP of Sales

Sworn to me and subscribed in my presence this 28 day of May, A.D., 2025

[illegible]

NOTARY PUBLIC

KATELYN WEBB
STATE OF TENNESSEE
NOTARY PUBLIC
KNOX COUNTY

My Commission Expires May 26, 2027

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

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

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

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

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

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

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

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

COMPANY RCN Communications LLC dba RCN Technologies

ADDRESS 200 Jennings Ave Knoxville TN 37917

DATE 5/21/25

Kristin Mussmann

Signature of Offeror's Authorized Representative

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

3. The Lower-Tier participant **(Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C.,** 3801 ET SEQ are applicable **thereto.**

COMPANY RCN Communications LLC

ADDRESS 200 Jennings Ave Knoxville TN 37917

DATE 5/28/25

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Brad Pettyjohn, VP of Sales hereby certify on
(Name and Title of Offeror Official)

behalf of [illegible] that:
(Name of Offeror)

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation renewal, amendment , or modification of any Federal contract, grant, loan or cooperative agreement.

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

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

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

Executed this 23rd day May, 2025.

BY Brad Pettyjohn

Witnesses: [illegible]
(Signature of Authorized Official)

(Title of Authorized Official)

Sworn to and subscribed before me on this 23 day of May, 2025.

Notary Public In and For Knox Parish/County

State of Tennessee

[illegible]
Notary Public

KATELYN WEED
STATE OF TENNESSEE
NOTARY PUBLIC
KNOX COUNTY

My Commission Expires [illegible]

PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name RCN Communications dba RCN Technologies

Firm Address 200 Jennings Ave Knoxville TN 37917

Telephone Number 865-293-0350

Fax Number _____

E-Mail Address bids@rcntechnologies.com

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

Age of the firm 12 yrs

Annual gross receipts of the firm 13,286,101.00

Prime or Sub-Contractor Prime

NAICS code (s) 5173, 517311, 5179, 541519, 541512

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

Signature Kristine Seaman

Title Director of Strategic Programs

Date 5/21/25

RTA Project No. IFB-2025-015

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

Regional Transit Authority
Solicitation Request Routing Sheet

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

Solicitation ID	**236**
ProjectSchedule Delivery Date	**May 30, 2025**
Technical Specs attached	**No**
Scope of Work attached	**No**

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

Name: **AMSBAUGH, ELLIOT**
Title: **FLEET TECHNOLOGY MANAGER**
Ext: **7900**

B. Name of Project, Service or Product:

Streetcar replacement modems

C. Justification of Procurement:

Currently installed equipment is out of warranty and no longer supported in maintenance agreement. Seeking vendor to supply replacement product recommended by ITS partner CleverDevices and currently in use on ferry and newest bus delivery.

D. Certification of Authorized Grant:

Is this item/specification consistent with the Authorized Grant?

Director Grants / Federal Compliance	
Signature	
Date	

E. **Information Technology:**

IT Dept Head	**Sterlin J Stevens**
Signature	*Sterlin J Stevens*
Date	**3/24/2025 10:33 PM**

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

Additional Safety Requirements Attached:

Chief	**Michael J Smith**
Signature	*Michael J Smith*
Date	**March 24 2025**

G. Risk Management:

Include Standard Insurance Provisions Only?

No

Include Additional Insurance Requirements Attached ?

Risk Management Analyst	**Marc L Popkin**
Signature	*Marc L Popkin*
Date	**March 24 2025**

H. Funding Source:

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

Multiple Years allocation if required:

Year	Amount	Budget Code
Year-1		01-0000-00-1519-000-00-03-00000-00000
Year-2		
Year-3		
Year-4		
Year-5		
Total all years		

Independent Cost Estimate (ICE): $248,378.00
Projected Total Cost: $248,378.00
Funding Type: Local
Grants or Capital Project ID: 2024-IT-02

Federal Funding	State	Local	Other
		$250,000.00	
Projected Fed Cost	**State**	**Local**	**Other**
		$248,378.00	

FTA Grant IDs	Budget Codes
	01-0000-00-1519-000-00-03-00000-00000

Budget Analyst	**Erin Ghalayini**
Signature	*Erin Ghalayini*
Date	**March 24 2025**

I. DBE/SBEGoal:

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

Director Small Business	**Adonis Charles Expose**
Signature	*Adonis Charles Expose*
Date	**March 24 2025**

DBE/EECompliance Manager	**Adonis Charles Expose**
Signature	*Adonis Charles Expose*
Date	**March 24 2025**

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

Department Head	**Ryan Moser**
Signature	*Ryan Moser*
Date	**March 19 2025**

Chief	**Ryan Moser**
Signature	*Ryan Moser*
Date	**March 24 2025**

Director of Procurement	**Ronald Gerard Baptiste**
Signature	*Ronald Gerard Baptiste*
Date	**March 25 2025**

FOR PROCUREMENT USE ONLY

Type of Procurement Request:

IFB - Invitation for BiD

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

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

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

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

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

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

Required if Total Cost above $15K	
Chief Financial Officer	**Gizelle Johnson Banks**
Signature	*Gizelle Johnson Banks*
Date	**March 25 2025**

Required if Total Cost above $50K	
Chief Executive Officer	**Lona Edwards Hankins**
Signature	*Lona Edwards Hankins*
Date	**March 25 2025**

Summary

Project number 2024-IT-02 was provided with $250,000 budget to procure replacement cellular modems for use on the streetcar. A published list price of $3,029.00 per item allows for 82x quantity to be purchased within budget range. This is reflected on the ICE form total cost of goods/services. The actual quantity purchased will vary depending on the solicitation winners per unit pricing.

82 units x **$3,029.00** public listed pricing = **$248,378** total purchase price within budget amount

Independent Cost Estimate (ICE)

INDEPENDENT COST ESTIMATE SUMMARY FORM

Project Name/Number: Replacement cellular modem for streetcars

Date of Estimate: 03/11/2025

Description of Goods/Services:
Cellular modem for Streetcar

_X_ New Procurement
___ Contract Modification (Change Order)
___ Exercise of Option

Method of Obtaining Estimate:

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

__X_ Published Price List (attach source and date)

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

___ Comparable Purchases by Other Agencies (secure email correspondence)

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

___ Other (specify) _____ attach documentation

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

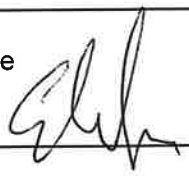
Through the method(s) stated above, it has been determined the estimated

total cost of the goods/services is $_248,378

(pricing based on project number 2024-IT-02 budget)

The preceding independent cost estimate was prepared by:

Name
Elliot Amsbaugh

Signature 

Regional Transit Authority may, 27, 2021

Scope of Solicitation

Seeking a vendor to supply in vehicle cellular modem. Component must match the technical specifications attached to ensure consistency in fleet hardware and managing capability. Quantity to be determined by pricing, order will exceed 50x units which must be in new condition shipped or delivered to Regional Transit Authority 2817 Canal St, New Orleans LA 70119.

Technical Specifications

MANUFACTURER	MODEL	PART NUMBER	ADDITIONAL
CradlePoint	IBR-1700-1200M-B	MAA5-1700120B-NA	Pricing must include 5yr "Netcloud for mobile with essentials" contract per unit

MobileWANStore
Cradlepoint Authorized Online Reseller

Call a Specialist Today! 855-958-0754 (tel:855-958-0754)

(http://www.mobilewanstore.com/)

Search by Model, Part or SKU

Home (/) / Products (/products.asp) / Routers (/Routers.asp) / IBR1700

Cradlepoint IBR1700 Series Ruggedized Router

cradlepoint
Connect Beyond

Ruggedized Gigabit-Class LTE router for the most demanding in-vehicle networking applications



Cradlepoint Products		
NetCloud IBR1700 Router - Mobile Packages		
NetCloud Mobile Essentials Plan and IBR1700 router with Wi-Fi (1200 Mbps modem), 1 year	#MA1-1700120B-NNA **Our Price: $1,475.00**	Add to Cart
NetCloud Mobile Essentials Plan and IBR1700 router with Wi-Fi (1200 Mbps modem), 3 years	#MA3-1700120B-NNA **Our Price: $1,899.00**	Add to Cart
NetCloud Mobile Essentials Plan and IBR1700 router with Wi-Fi (1200 Mbps modem), 5 years	#MA5-1700120B-NNA **Our Price: $2,325.00**	Add to Cart

Welcome!
I'm here to help

NetCloud Mobile Essentials Plan, Advanced Plan, and IBR1700 router with Wi-Fi (1200 Mbps modem), 1 year	#MAA1-1700120B-NA **Our Price: $1,615.00**	Add to Cart
NetCloud Mobile Essentials Plan, Advanced Plan, and IBR1700 router with Wi-Fi (1200 Mbps modem), 3 years	#MAA3-1700120B-NA **Our Price: $2,325.00**	Add to Cart
NetCloud Mobile Essentials Plan, Advanced Plan, and IBR1700 router with Wi-Fi (1200 Mbps modem), 5 years	#MAA5-1700120B-NA **Our Price: $3,029.00**	Add to Cart

Click here to jump to more pricing!

Overview | **Features** | **Specifications** | **Documentation**

Overview:

The purpose-built router

Cradlepoint endpoints provide industry-leading, Gigabit-Class LTE connectivity as well as Ethernet and Wi-Fi. These purpose-built endpoints are sold with a subscription to NetCloud Service for Mobile which provides streamlined configuration and continuous cloud, modem, and router software feature enhancements.

Cradlepoint's NetCloud Mobile Service with the IBR1700 Series Ruggedized Router is a Gigabit-Class LTE networking platform designed to provide persistent connectivity for in-vehicle deployments. Cradlepoint NetCloud provides connectivity, network, security, and location services to connect everything in the vehicle, while providing access to IT for remote management, troubleshooting, and analytics.

Passthrough Throughput:
940 Mbps

Welcome!
I'm here to help

File #: 25-090 **Board of Commissioners**

Mobile Application Contract Extension, Token Transit

DESCRIPTION: Authorization contract extension for mobile ticketing application software-as-a-service provider, Token Transit	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to extend the contract with Token Transit, RTA's mobile ticketing application vendor, for a maximum term of 24 months for the total not-to-exceed amount of $1,200,000.

ISSUE/BACKGROUND:

RTA launched the Coordinated Fare Modernization Initiative (CFMI) in 2022 as a multi-Departmental effort to modernize all fare-related elements at RTA including marketing, sales, ticketing, collecting, validation, and accounting. One of the initial projects in CFMI was to identify and implement a replacement mobile ticketing solution after the unexpected decision of Transdev to sunset RTA's previous mobile application, GoMobile in August 2022. Staff had 6 months to stand up a replacement in a process that typically takes 12-24 months.

RTA staff sought a solution that could reasonably deliver mobile applications by the end of July 2022 to ensure that the agency met the transition date of August 28, 2022. Moovit was selected for its off-the-shelf "white-label" app that has been RTA branded as "Le Pass". Token Transit was selected to be integrated into Le Pass (and several other 3rd party applications) to provide the mobile ticketing component. "Le Pass" with the ticketing application, Token Transit, successfully launched. The initial one-year subscription to Token Transit began on June 30, 2022, and extended through June 30, 2025 via RTA Board approved resolution 23-054. **Since its introduction in 2022, mobile ticketing, powered by Token Transit, as seen annual revenue increased from 28% of all fares sold to 48%, or $3.9M, in 2024.**

Historic Performance

Token Transit fees are a percentage of mobile ticketing fare sales. As a result, as mobile ticketing sales increase due to their ease of use and convenience by riders, the fee RTA pays Token increases. A review of previous projections and actual fees shows the need to allocate additional funds to the upcoming renewal period. The initial 2022 Token Transit purchase order for $300,000.00 reflected the original GoMobile projected funds. The actual year fee total was $295,200.88. The 2023 - 2024 projected a two-year total of $800,000 with an actual of $912,931.85. **Revenue has significantly exceeded projections with sales increasing 14.12% higher than mobile ticketing**

sales over the previous requisition in 2023.

Sales Fees 2023 - 2025

Year Term	Projection	Actual	Difference
June 2022 - May 2023	$300,000	$295,000.88	-$4,999.12
June 2023 - May 2024	$400,000	$421,297.46	+$21,297.46
June 2024 - May 2025	$400,000	$491,634.39	+$91,634.39

Previous Improvements

During the initial three years of the agreement, staff worked with Token Transit and Le Pass vendor, Moovit, to identify and implement the following improvements:

Feature	**Outcome**
Integrate JP Transit Ticketing	Purchase of JP Transit tickets using Token Transit displaying tickets in Le Pass as well as Regional Ride passes for a more integrated and seamless regional experience
Pass Distribution Program	Bulk ticket purchase for use by institutions for distribution for termed use, i.e. students per semester, team per event, employees per month, etc.
Opportunity Pass Program	Zero-fare pilot program for eligible Orleans Parish residents aged 16 to 24.

RTA seeks to extend the agreements for a term of up to 24 months to afford time to open for Requests for Proposals (RFP) and implementation of selected responses.

DISCUSSION:

RTA staff seeks to renew the agreements for same to continue to meet and improve service delivery. As discussed in the previous section, a significant amount of effort has been put into standing up Token Transit and its seamless integration within Le Pass, and changing vendors is a major undertaking.

Using the monthly sales fee data for the 2024-2025 renewal term, RTA staff projected a ten percent increase over the course of the upcoming two-year period to comprise the projected costs for 2025 - 2027.

Fee Projection 2025 - 2026

Year Term	Projection
June 2025 - May 2026	$545,218.15
June 2026 - May 2027	$599,739.96

Based on consistent growth over the past three years, RTA coupled with planned improvements projects higher revenue and requests total allocation of $1,200,000 for the requested two-year extension (2025-2027).

Upcoming Improvements:

A number of additional improvements are already well underway and several other new features are included in a contract extension for Moovit:

Feature	Benefit	Status
Cash app payment	Allows un(der) banked users a means of payment in the app	12-month pilot option proposed; added cost of $32,000.00
Paratransit fares	Allow paratransit rider to pay in app provide more cashless options	Pending selection of new paratransit software (anticipated in late 2025)

Given the level of investment already put into delivery, improvements, and marketing, staff seeks to extend the Token Transit contract for maximum of two years. The extension also includes other continuous improvements and upgrades listed above and the staff will continue to do rider outreach and education to improve app experience. To maintain the continuity of mobile application service, RTA staff seek to continue with Token Transit for an up to 24 month renewal for a total not to exceed $1,200,000.00.

FINANCIAL IMPACT:

The total cost to maintain the mobile ticketing application is not to exceed $1,200,000.00.

2025 - Token fees	$545,218.15
2025 Cash App integration	$32,000.00
2026 - Token fees	$599,739.96
Contingency	$23,041.89
20-24 month renewal total	$1,200,000.00

Funding would be from local funds from account 01-2900-02-7140-151-82-00-00000.

NEXT STEPS:

Upon RTA Board Approval, staff will extend mobile ticketing application agreement for a maximum term of 24 months and award purchase order to Token Transit not to exceed $1,200,000.00.

ATTACHMENTS:

1. Resolution
2. Token Transit Agency Terms Final Draft
3. Token Transit - Cash App Pay - 050725

4. Token Transit Sales Fees
5. 2023 Token Transit Board Renewal
6. PO_914090
7. Requisition Routing Approval Form

Prepared By: Doris O'Sullivan, dosullivan@rtaforward.org
Title: Senior Project Manager of Information Technology

Reviewed By: Dwight Norton, dnorton@rtaforward.org
Title: Chief of Strategic Planning

Reviewed By: Gizelle Johnson-Banks
Title: Chief Financial Officer

7/18/2025

Lona Edwards Hankins
Chief Executive Officer

Date

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

504.827.8300

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RESOLUTION NO. _____

FILE ID NO. **25-090**

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO RENEW A CONTRACT FOR MOBILE TICKETING APPLICATION SOFTWARE-AS-A-SERVICE PROVIDER WITH TOKEN TRANSIT

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, RTA launched the Coordinated Fare Modernization Initiative (CFMI) in 2022 as a multi-Departmental effort to modernize all fare-related elements at RTA including marketing, sales, ticketing, collecting, validation, and accounting with one of the initial CFMI projects to identify and implement a replacement mobile ticketing solution after the unexpected decision by Transdev to sunset RTA's previous mobile application, GoMobile in August 2022; and

WHEREAS, RTA staff selected Token Transit as the mobile ticketing vendor to integrate into RTA's new real-time information mobile app, branded as "Le Pass" (and several other 3rd party applications) which was successfully launched on June 30, 2022, with an initial one-year subscription; and

WHEREAS, Token Transit contract was extended through June 30, 2025 via RTA Board approved resolution 23-054 as a result of very strong mobile ticket sales and positive rider feedback; and

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WHEREAS, Token Transit fees are based solely on a percentage of sales and as a result when mobile ticketing sales increase due to rider demand so do fees for vendor; and

WHEREAS, mobile ticketing fare sales have increased from 28% of all fares sold in 2022 to 48% of all fares sold in 2024; and

WHEREAS, given the level of investment already put into delivery, improvements, and marketing, RTA seeks to extend the agreements for a term of up to 24 months to afford time to align with the CFMI project for a new fare collection vendor including a Requests for Proposals (RFP) and implementation of selected vendor; and

WHEREAS, A review of previous projections and actual fees shows the need to allocate additional funds going forward in an amount of $545,200 for 2025-2026 and $599,700 for 2026-2027; and

WHEREAS, additional improvements up to 24-month extension include adding Cash App as a payment option for un(der) banked riders for an amount not-to-exceed $32,000; and

WHEREAS, The total cost to maintain the mobile ticketing applications for a period of up to a maximum of 24 months including improvements and contingency is not-to-exceed $1,200,000 from local funds from account 01-2900-02-7140-151-82-00-00000; and

WHEREAS, it is the opinion of the RTA staff that the continuity of services is critical to both maintaining levels of service for RTA's ridership and retaining fare revenue associated with mobile application and ticketing; and

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NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, the Chief Executive Officer is authorized to extend the contract with Token Transit as the mobile ticketing software provider for a period not-to-exceed 24-months subscription in the total amount not-to-exceed $1,200,000.

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

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

AND THE RESOLUTION WAS ADOPTED ON THE 29th DAY OF JULY 2025.

_____

FRED A. NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

Agency Terms

These Agency Terms are for the purchase by Agency of a subscription to the Services specified below. Provision of the Services is subject to the Master Platform Terms and any additional terms referenced below and incorporated herein (these Agency Terms together with the Master Platform Terms, may be referred to as the "**Agreement**") between the customer specified below ("**Agency**") and Token Transit, Inc. ("**TT**").

These Agency Terms supplement (e.g., by adding Additional Services) any prior Agency Terms documents and such prior Agency Terms documents remain in full force and effect except as supplemented by these Agency Terms, unless otherwise indicated below.

Agency Name: New Orleans Regional Transit Authority (RTA)	**Primary Agency Contact:** Name: Dwight Norton Email: dnorton@rtaforward.org Phone: (504) 827-8338
Agency Physical Address: 2817 Canal Street, New Orleans, LA 70119 **Agency Billing Address (if different than physical address):**	**Invoice Contact:** Name: Doris O'Sullivan Email: dosullivan@rtaforward.org Phone: (504) 827-8380
Fees: **Digital Passes:** Fees are calculated as follows: For each transaction for use on Agency's transit system during the Term, TT will retain a Digital Pass Fee of (i) 10% of the gross total proceeds of the transaction processed by the Services for each transaction that is greater than or equal to $2.00 and (ii) $.06 + 7% of the gross total proceeds of the transaction processed by the Services for each transaction that is less than $2.00. **Hardware Services** (if applicable): n/a **Technical Services** (if applicable):	**Services (descriptions in Section 1 of the Master Platform Terms):** **Territory:** United States Core: included (required) Additional Paid Services: [ ] Hardware Services [ ] Optional Technical Services (if applicable, details set in Additional Terms)
Master Platform Terms: https://agency.tokentransit.com/legal/agency-master-platform-terms-2020-09-29.pdf The Master Platform Terms version referenced above supersedes and replaces any prior agreement (including any prior version of the Master Platform Terms) between Agency and TT, if any.	**Additional Terms** (if applicable): • Token Transit will enable fare integrations for Transit app, Moovit, and Google Maps so that these apps can make RTA fares available for their users to purchase and use. • Section 1.7 - No "Optional Technical Services" exist • Section 3.1 - TT's fee is deducted directly from digital pass sales in the app and no invoices are submitted • Section 12.1 – Replace "State of California" with "State of Louisiana" and "San Francisco" with "New Orleans". • Exhibit A (Hardware Services) - This section does not apply and can be removed

No terms included in any purchase order, acknowledgment or other non-TT ordering document shall apply to the Services. The pricing and Services presented in these Agency Terms are TT confidential information (to the maximum extent permitted under applicable law). All fees indicated above do not include any taxes, if applicable, which are the sole responsibility of Agency.

[SIGNATURES ON NEXT PAGE]

By signing below, the parties through their duly authorized representatives agree to the terms as documented in these Agency Terms, effective, upon signature of both Agency and TT (the "Agency Terms Effective Date").

Token Transit, Inc. (TT)	**TBD (Agency)**
By: 	By: 
Name: Zachary Browne	Name: Alex Z. Wiggins
Title: Secretary	Title: Chief Executive Officer
Date: 6/9/2022	Date: June 9, 2022

Token Transit

Token Transit
2261 Market Street STE 5999
San Francisco, CA 94114
415-918-6770

Quote

Submitted on 5/07/25

Token Transit Contact
Ellen Gottschling
ellen@tokentransit.com
415-529-3668 Ext. 803

Project Name
Cash App Pay with Token Transit

Quote for
Cash App Pay Integration

To:
New Orleans RTA

Project Term Length
1 year

Start Date
July 1, 2025

Quote Valid Until
June 30, 2025

Payment Term
Upfront net 30 days for annual recurring costs

Description	Unit Price (USD)	Qty	Years	Total price
Cash App Pay	$32,000.00	1	1	$32,000.00
Integration in Le Pass and Token Transit	Included			
Payment Processing Fees*	Included	-	-	-

	Annual Total
Year 1	$32,000.00

* Payment Processing Fees are based on expected Cash App Pay adoption for RTA, which considers adoption at peer agencies, RTA fare revenue, and current use of Cash App Debit card.

Token Transit Sales Fee

Combined Sales Fees

Sales Fees assessed from normal mobile sales and special pass programs

Month	2022	2023	2024	2025	2026
January	$ -	$ 28,612.30	$ 34,755.79	$ 35,132.70	$ 41,743.58
February	$ -	$ 30,193.10	$ 36,768.95	$ 43,103.35	$ 46,146.38
March	$ -	$ 39,863.12	$ 44,737.96	$ 54,275.44	$ 57,769.74
April	$ -	$ 38,218.35	$ 46,321.23	$ 50,461.56	$ 53,548.19
May	$ -	$ 34,867.57	$ 40,850.70	$ 47,579.68	$ 50,287.90
June	$ 0.26	$ 30,887.04	$ 34,011.43	$ 40,712.00	$ 42,747.60
July	$ 4.46	$ 29,170.83	$ 33,887.22	$ 40,581.58	$ 42,610.66
August	$ 15,491.45	$ 26,954.27	$ 33,294.42	$ 39,959.14	$ 41,957.10
September	$ 21,592.56	$ 27,506.76	$ 32,661.34	$ 38,238.08	$ 40,149.98
October	$ 32,437.80	$ 37,962.49	$ 49,923.35	$ 54,698.09	$ 57,432.99
November	$ 28,071.44	$ 31,897.31	$ 45,256.18	$ 49,224.57	$ 51,685.80
December	$ 25,648.47	$ 33,484.13	$ 40,592.57	$ 44,226.78	$ 46,438.12
Total	**$ 123,246.44**	**$ 389,617.27**	**$ 473,061.14**	**$ 538,192.97**	**$ 572,518.04**
Contract June 1 to May 31	$ 295,000.88	$ 421,297.46	$ 500,179.24	$557,136.03	$ 323,022.25
2023-2025 sum			$ 921,476.70		

	2025	2026
Combined Sales Fees	$ 557,136	$ 600,000
Cash App	$ 32,000	
Total per year	$ 589,136	$ 600,000
Sum per year		$ 1,189,136
Board Request		$1,200,000

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RESOLUTION NO. 23-054

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO EXTEND CONTRACTS FOR MOBILE APP SOFTWARE-AS-A-SERVICE PROVIDER AND MOBILE TICKETING PROVIDER

Introduced by Commissioner Neal, seconded by Commissioner Ewell.

WHEREAS, the RTA successfully implemented a new mobility app solution to riders in August 28, 2022 using Software-As-A-Service Provider (Moovit) for a RTA-owned white-label app “Le Pass”, with an integrated Mobile Ticketing Provider (Token Transit); and

WHEREAS, staff has been working with providers to improve the app services during the last nine months and over the next year to improve the rider experience; and

WHEREAS, it is the opinion of the RTA staff that the continuity of services is critical to both maintaining levels of service for RTA’s ridership and retaining fare revenue associated with mobile ticketing; and

WHEREAS, on the mobile ticketing side, revenue has significantly exceeded projections with sales in 6 months from September 2022 to February 2023 28% higher than mobile ticketing sales in GoMobile during the same 6-month period in 2019-2020. As a result, additional funds need to be allocated to meet the updated demand forecast. Token Transit’s fee is based on a percentage of sales; and

WHEREAS, the 2022 Token Transit purchase order for $300,000.00 reflected the original GoMobile projected funds, the actual increase in the use of mobile ticketing between August 2022 and April 2023 (8-month total) of $241,736.48 with a projected 12-month projection to be $362,604.72. The higher-than-expected use of the application coupled with the inclusion of JP Transit in the near future necessitates the rise in the requested funding and subsequent purchase order by $500,000.00, for a total of $800,000.00, and

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NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, authorization to extend contracts for the following:

(1) Moovit Inc. as a Software-As-A-Service Provider, for a two-year subscription in the amount of $250,000 annually from the approved 2023 operating budget from account 1290002.8580.163.

(2) Token Transit as the mobile ticketing software provider the fee is either $0.06 + 7% per transaction under $2.00 or 10% per transaction at or above $2.00 and is paid monthly from the gross revenue. Based on mobile ticketing sales from the previous nine (9) months, staff estimates total payments to be $500,000.00 per year, increasing the total not-to-exceed from $300,000 to $800,000 projected in transaction fees to Token Transit through July 2024 from account 1290002.8580.15182.

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

YEAS:	**6**
NAYS:	**0**
ABSTAIN:	**0**
ABSENT:	**2**

AND THE RESOLUTION WAS ADOPTED ON THE 25h DAY OF July 2023.



MARK RAYMOND, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

Purchase Order 914090

Supplier Details:

Company	TOKEN TRANSIT
Contact	
Address	350 TOWNSEND STREET SAN FRANCISCO, CA 94107

Submit your response to:

Company	Regional Transit Authority
Contact	BRIANA HOWZE
Address	2817 Canal Street NEW ORLEANS, LA 70119
Phone	
Fax	
E-mail	bhowze@rtaforward.org

This document has important legal consequences. The information contained in this document is proprietary of Regional Transit Authority. It shall not be used, reproduced, or disclosed to others without the express and written consent of Regional Transit Authority.

This agreement between Regional Transit Authority and TOKEN TRANSIT is authorized for binding commitment. The parties hereto have read and executed this agreement as of the _____day of _____, _____.

Purchase Order 914090

Order	**914090**
Order Date	**01-OCT-2023**
Change Order	**0**
Change Order Date	**01-OCT-2023**
Revision	**0**
Ordered	**800,000.00 USD**

Sold To **Regional Transit Authority**
2817 Canal Street
NEW ORLEANS, LA 70119

Supplier **TOKEN TRANSIT**
350 TOWNSEND STREET
SAN FRANCISCO, CA 94107

Bill To **RTABU**
Attn: Accounts Payable
2817 CANAL STREET
NEW ORLEANS, LA 70119
UNITED STATES

Ship To **2817 CANAL STREET**
NEW ORLEANS, LA 70119
UNITED STATES

Notes USD = US Dollar

Customer Account Number	Supplier Number	Payment Terms	Freight Terms	FOB	Shipping Method
	9434720	**Net 30**			

Confirm To		Deliver To Contact
BRIANA HOWZE		**BRIANA HOWZE** E-mail**bhowze@rtaforward.org**

Line	Item	Price	Quantity	UOM	Ordered	Taxable
1	Information Tech.-Canal	1.00		EA		
	Promised		300,000	EA	300,000.00	
	Requested 10/1/23					
	Requested and Promised Dates correspond to the date of arrival at the Ship-to Location.					
				Line Total	**300,000.00**	
2	Data Processing Supplies	1.00		EA		
	Promised		500,000	EA	500,000.00	
	Requested					

Purchase Order 914090

Line	Item	Price	Quantity	UOM	Ordered	Taxable
		10/1/23				
	Requested and Promised Dates correspond to the date of arrival at the Ship-to Location.					
				Line Total	**500,000.00**	
				Total	**800,000.00**	

Regional Transit Authority
Change Order Routing Sheet

INSTRUCTION: The user department is responsible for providing the information requested below (all parts), securing the requisite signatures, attaching a justification for the change order, and providing a responsibility determination, with pertinent contact information.

Date Created	**May 21, 2025**
Change Order ID	**362**

A. **Department Representative to participate in procurement process**.

Name: **O'SULLIVAN, DORIS**
Title: **PROJECT MANAGER III**
Ext: **8380**

B. **Contract Information:**

Contract Number	
PO Number	**914090**
Contract Title	**Mobile Applications**

Contract-History:

Original Award Value	**300000**
Previously Executed Change Order Value	**500000**
Adjusted Contract Value	**800000**
Current Change Order Value	**1200000**
Revised Contract Value	**2000000**

C. **Justification of Change Order**

Token Transit is the ticketing application currently in place and integrated into the mobile application used by RTA for user ticket purchasing. Initially procured via emergency sole source in 2022, RTA would like to use the option to continue service with Token Transit for up to 24 months to maintain continuity of service while releasing for RFP the ticketing provider to find the best option. The projected value is derived from a review of the past two years fees paid to Token Transit. Fee rates have not changed over the course of the agreement and are outlined in the Agency Terms. The renewal request includes the costs associated with integrating with Cash App for a one-year pilot project for $32,000.00. The Mobile Ticketing Application Committee in conjunction with the Fare Modernization Initiative reviewed the decision to integrate with Cash App and the associated costs and recommend RTA to proceed with the pilot.

D. **Type of Change Request**: **Supplemental**

E. **Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?	

Are there any amendments pending?	
If yes see explanation (attachments are in the SharePoint folder for this request)	

Director of Grants/ Federal Compliance:
Signature:
Date:

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

Additional Safety Requirements Attached: **false**

Chief: **Michael J Smith**
Signature: *Michael J Smith*
Date: **June 27 2025**

Risk Management:

Include Standard Insurance Provisions Only?	**No**
Include Additional Insurance Requirements Attached ?	**false**

Risk Management Analyst: **Marc L Popkin**
Signature: *Marc L Popkin*
Date: **June 27 2025**

G. **Funding Source:**

Independent Cost Estimate (ICE): **$1,200,000.00**
Projected Total Cost: **$1,200,000.00**
Funding Type: **Local**

Federal Funding	**State**	**Local**	**Other**
		$1,200,000.00	
Projected Fed Cost	**State**	**Local**	**Other**
		$1,200,000.00	

FTA Grant IDs	**Budget Codes**
	01-2900-02-7140-151-82-00-00000-00000
	01-2900-02-7140-151-82-00-00000-00000

Capital Project Approval if required signature ID#:
Dir Capital Projects:
Signature:
Date:

Budget Analyst: Erin Ghalayini
Signature: *Erin Ghalayini*
Date: June 26 2025

H. Prime firm's DBE/SLDBE Commitment (NOTE: The Prime Firm must be notified by the Project Manager that the DBE Commitment percentage applies to the Total Contract Value after all amendments and change orders.):

DBE % Goal	**0**
SLDBE % Goal	**0**
SBE % Goal	**0**

Director of Small Business Development: Adonis C Expose
Signature: *Adonis C Expose*
Date: June 27 2025

DBE/EEO Compliance Manager Adonis C Expose
Signature: *Adonis C Expose*
Date: June 27 2025

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

Department Head: Sterlin J Stevens
Signature: *Sterlin J Stevens*
Date: June 26 2025

Chief: Dwight Daniel Norton
Signature: *Dwight Daniel Norton*
Date: June 27 2025

Director of Procurement: Ronald Gerard Baptiste
Signature: *Ronald Gerard Baptiste*
Date: June 27 2025

Required if Total Cost above $15K
Chief Financial Officer: GIZELLE JOHNSON BANKS
Signature: *GIZELLE JOHNSON BANKS*
Date: June 27 2025

Required if Total Cost above $50K
Chief Executive Officer: Lona Edwards Hankins
Signature: *Lona Edwards Hankins*
Date: 6/27/2025 11:47 PM

File #: 25-091 **Board of Commissioners**

Mobile Application Contract Extension, Moovit

DESCRIPTION: Authorization the extension of contract for mobile application software-as-a-service provider, Moovit	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to extend the contract for the RTA's mobile application software-as-a-service provider, Moovit. The total cost to maintain the mobile application, "Le Pass", is not to exceed $630,000 over 24 months.

ISSUE/BACKGROUND:

RTA has contracted with Moovit as the vendor powering the "Le Pass" app since its successful launch in July 30, 2022. After the initial one-year term, the subscription was extended through July 30, 2025 via RTA Board approved resolution 23-054. The app is the main mobile interface for RTA fixed-route services for route-planning, real-time arrival information, service alerts, and links to other related rider services. At launch the app seamlessly integrated with a separate mobile ticketing vendor, Token Transit, to offer all fixed-route fare payment products. The app includes real-time information and mobile ticketing for JP Transit allowing for riders to have a truly regional mobility app to plan, pay and navigate.

RTA's riders have come to depend on mobile applications for both ticketing and real-time information. In the first 6 months of 2025 there are approximately 4,700 to 6,800 active daily users in Le Pass. Approximately 43% of RTA's annual fare revenue is derived through the mobile application ($3.9M in 2024) which has grown significantly from 25% at launch.

Using the industry standard measure of customer satisfaction, Net Promoter Score (NPS), surveys show increasingly positive ratings. The NPS is considered much more representative than other customer feedback forums due to its simple, random survey of users. While user Customer Service portals/avenues inform the agency on rising issues and/or occasional positive feedback, randomized, population surveys are better generalized to the overall user experience.

Le Pass's average NPS in 2023 was 54 (where 51-100 is considered very good) with an average rating of 8.0 out of 10 and in 2025 the app is averaging a NPS score of 67 with an average rating of 8.7. These results suggest RTA mobile application improvements and added features increased overall customer satisfaction. As specific complaints and issues are identified, staff work with the vendor to implement additional improvements. Most of the customer issues reported by Rideline are related to issues with mobile tickets such as accidental purchases.

During the initial three years of the agreement, staff worked with the vendors, Moovit and Token Transit, to identify and implement the following improvements:

Feature	Outcome
Integrate JP Transit Ticketing	Purchase of JP Transit tickets using Token Transit displaying tickets in Le Pass. Regional Ride passes are available for purchase through either agency.
Pass Distribution Program	Bulk ticket purchase for use by institutions for distribution for termed use, i.e. students per semester, team per event, employees per month, etc.
Integrate Elerts	Adds see-say reporting of safety/security issues directly within app
Opportunity Pass Program	Zero-fare pilot program for eligible Orleans Parish residents aged 16 to 24.
Integrate Disruption Manger: Add/Cancel Trips	App shows any trips added or cancelled through RTA's CAD/AVL system, Clever. Testing is complete and procedures are being integrated by Operations Dept.

DISCUSSION:

RTA seeks to extend the agreement for a term of 20 months with potential additional 4 months for a total term of five years under the current agreement. This will allow staff sufficient time to develop and solicit (via a competitive Requests for Proposals) and implement the solution of selected vendor should a new vendor be selected. As discussed in the previous section, a significant amount of effort has been put into standing up, enhancing, and promoting Le Pass, and changing vendors is a major undertaking.

Upcoming Improvements:

A number of additional improvements are already well underway and several other new features, including optional ones based other RTA initiatives, and are included in a contract extension for Moovit:

Feature	Benefit	Status	Added fees
Cash App payment	Allows un(der) banked users a means of payment in the app	20-month pilot proposed through Token (fare payment vendor) for July 2025	$0
Integrate Disruption Manager: Detours	Allows for much more improved, real-time details to riders by showing route detours on map and closed stops	Integration development underway. Expect Q4 2025 roll out	$0

Feature improvements	Increase functionality and enhance user experience	Continuous improvements suggested and monitored by Mobile App Committee	$0
Paratransit and Microtransit integration	Integrate ride booking and payment for on-demand services (paratransit and potentially microtransit) in Le Pass	Available pending RTA selection of new paratransit technology vendor and installation timeline. Estimated mid-2026	OPTIONAL: $100,000.00 allowance
Mobile Ticketing Vendor	Transfer deep link integration for mobile ticketing to a potentially new vendor for seamless experience	RTA is anticipating selecting a new modern fare payment vendor including mobile ticketing in late 2026	OPTIONAL $10,000 allowance if RTA selects a different provider than current one (Token Transit)

Given the level of investment already put into delivery, improvements, and marketing, staff seeks to extend the Moovit contract for a 20-month term with options to extend up to 24 months at the existing rate of $21,667 per month. The extension includes continuous improvements and upgrades listed above and the staff will continue to do rider outreach and education to improve app experience. The extension also provides a maximum allowance cost for implementing additional features described above and listed below:

20-month Subscription (August 1, 2025 - March 30, 2027)	$416,667.00
Elerts Integration Maintenance	$16,667.00
	$433,334.00
OPTIONS:	
4-month Subscription Extension (April 1, 2027 - July 31, 2027)	$86,666.00
Mobile Ticketing Provider change	$10,000.00
Deep Integration with On Demand Provider	$100,000.00
NOT-TO-EXCEED TOTAL	$630,000.00

FINANCIAL IMPACT:

The total cost to maintain the mobile application Software-As-A-Service Provider, Moovit Inc., for a maximum of 24-month subscription with all additional optional features is for a total amount not-to-exceed $630,000 with $520,000 for subscription from the approved operating budget from account 01-2900-02-8580-163-00000-00000 and optional allowance for feature improvements cost not-to-exceed $110,000 from the approved capital budget local funds from account 01-0000-00-1501-000-00000-00000.

NEXT STEPS:

Upon RTA Board Approval, staff will extend mobile application agreements for up to 24 months and

award purchase order for Moovit not to exceed $630,000.00.

ATTACHMENTS:

1. Resolution
2. Requisition Approval 2025
3. Moovit - New Orleans RTA Proposal Excerpt
4. 2022 Board Resolution Approved
5. 2023 Board Resolution Approved

Prepared By: Doris O'Sullivan, dosullivan@rtaforward.org
Title: Senior Project Manager of Information Technology

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

Reviewed By: Gizelle Johnson-Banks
Title: Chief Financial Officer

Lona Edwards Hankins
Chief Executive Officer

7/22/2025
Date

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RESOLUTION NO. _____

FILE ID NO **25-091**

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION FOR CONTRACT EXTENSION FOR MOBILE APPLICATION SOFTWARE-AS-A-SERVICE PROVIDER, MOOVIT

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, On April 26, 2022, the Board originally approved the agreement with Moovit via Resolution 22-030 for an annual amount not to exceed $250,000. On July 25, 2023, the service agreement was extended through Resolution 23-054 as a two-year subscription at $250,000 per year. Since the current agreement is set to expire in 2025, there is a desire to extend the service for an additional up to 24 months at a cost not to exceed $630,000; and

WHEREAS, given the level of investment already put into delivery, improvements, and marketing; as well as continued feature improvements and increasing customer satisfaction, staff seek to extend the agreement for a term of 20 months with options to extend an additional 4 months for a total term not-to-exceed five (5) years; and

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WHEREAS, re-procuring and implementing a mobile application solution is a major undertaking that will require 18 to 24 months to successfully develop, solicit (via Requests for Proposals) and implement a competitively selected vendor solution; and

WHEREAS, additional optional feature improvements by Moovit Inc will further enhance the functionality and usability of Le Pass and align with other RTA initiatives including; integration with a future vendor for mobile ticketing to be selected and implemented by early 2027 as part of the Comprehensive Fare Modernization Initiative ($10,000 allowance); and integration of to-be-selected vendor for modern paratransit software for ride booking and payment ($100,000 allowance); and

WHEREAS, the cost to continue with Moovit Inc. as the Le Pass Software-As-A-Service provider for a maximum of 24 months at $21,677 per month is $520,000 from the approved operating budget from account 01-2900-02-8580-163-00000-00000 plus a $110,000 allowance for additional optional features and app integrations from the approved capital budget local funds from account 01-0000-00-1501-000-00000-00000, for a total not-to-exceed amount of $630,000; and

WHEREAS, it is the opinion of the RTA staff that the continuity of services is critical to both maintaining and growing levels of service for RTA's ridership and retaining fare revenue associated with mobile application and ticketing; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, authorization to extend contract for Moovit Inc. as the Software-As-A-Service provider for Le Pass, for term not-to-exceed 24 months for subscription and improvements in the amount not-to-exceed $630,000.

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE 29nd DAY OF JULY 2025.

_____

FRED A. NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

Regional Transit Authority
Change Order Routing Sheet

INSTRUCTION: The user department is responsible for providing the information requested below (all parts), securing the requisite signatures, attaching a justification for the change order, and providing a responsibility determination, with pertinent contact information.

Date Created	**May 21, 2025**
Change Order ID	**361**

A. **Department Representative to participate in procurement process**.

Name: **O'SULLIVAN, DORIS**
Title: **PROJECT MANAGER III**
Ext: **8380**

B. **Contract Information:**

Contract Number	
PO Number	**914093**
Contract Title	**Mobile Applications**

Contract-History:

Original Award Value	**250000**
Previously Executed Change Order Value	**520000**
Adjusted Contract Value	**770000**
Current Change Order Value	**630000**
Revised Contract Value	**1400000**

C. **Justification of Change Order**

Exercise of option for the renewal of Software as a Service (SaaS) for Le Pass application. Continuation of mobile application for users to be able to purchase fares, plan routes, and see schedules within a mobile application. RTA seeks to extend the agreements for a term up to 24 months to afford time to open for Requests for Proposals (RFP) and implementation of selected responses for subsequent years of mobile application delivery. To continue to improve services, RTA Mobile Application Committee in conjunction with the Fare Modernization initiative reviewed the "optional" subscriptions for Deep Integration with On-demand vendor and Mobile Ticketing Provider Change. The cost for 20-24 months extension is $520,000.00. Including the optional services brings the total cost of the renewal to $630,000.00.

D. **Type of Change Request**: **Supplemental**

E. **Certification of Authorized Grant:**

Is this item/specification consistent with the Authorized Grant?	
Are there any amendments pending?	

If yes see explanation (attachments are in the SharePoint folder for this request)	

Director of Grants/ Federal Compliance:
Signature:
Date:

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

Additional Safety Requirements Attached: **false**

Chief: **Michael J Smith**
Signature: *Michael J Smith*
Date: **July 01 2025**

Risk Management:

Include Standard Insurance Provisions Only?	**No**
Include Additional Insurance Requirements Attached ?	**false**

Risk Management Analyst: **Marc L Popkin**
Signature: *Marc L Popkin*
Date: **July 02 2025**

G. Funding Source:

Independent Cost Estimate (ICE): **$630,000.00**
Projected Total Cost: **$630,000.00**
Funding Type: **Local**

Federal Funding	**State**	**Local**	**Other**
		$630,000.00	
Projected Fed Cost	**State**	**Local**	**Other**
		$630,000.00	

FTA Grant IDs	**Budget Codes**
	01-2900-02-7140-162-00-00-00000-00000
	01-2900-02-7140-162-00-00-00000-00000
	01-0000-00-1517-000-00-00-00000-00000

Capital Project Approval if required signature ID#: **Mobile Application**
Dir Capital Projects: **Rafe Rabalais**
Signature: *Rafe Rabalais*
Date: **June 30 2025**

Budget Analyst: Erin Ghalayini
Signature: *Erin Ghalayini*
Date: July 01 2025

H. **Prime firm's DBE/SLDBE Commitment (NOTE: The Prime Firm must be notified by the Project Manager that the DBE Commitment percentage applies to the Total Contract Value after all amendments and change orders.):**

DBE % Goal	**0**
SLDBE % Goal	**0**
SBE % Goal	**0**

Director of Small Business Development: Adonis Charles Expose'
Signature: *Adonis Charles Expose'*
Date: July 02 2025

DBE/EEO Compliance Manager Adonis Charles Expose'
Signature: *Adonis Charles Expose'*
Date: July 02 2025

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

Department Head: Sterlin J Stevens
Signature: *Sterlin J Stevens*
Date: June 26 2025

Chief: Dwight Daniel Norton
Signature: *Dwight Daniel Norton*
Date: July 01 2025

Director of Procurement: Ronald Gerard Baptiste
Signature: *Ronald Gerard Baptiste*
Date: July 03 2025

Required if Total Cost above $15K
Chief Financial Officer: GIZELLE JOHNSON BANKS
Signature: *GIZELLE JOHNSON BANKS*
Date: July 07 2025

Required if Total Cost above $50K
Chief Executive Officer: Lona Edwards Hankins
Signature: *Lona Edwards Hankins*
Date: 7/7/2025 7:15 PM

SECOND RENEWAL ORDER FORM

This Second Renewal Order ("**Order**") is between Moovit Inc. ("**Moovit**") and the company executing this Order ("**Customer**"). This Order and any Appendices attached hereto shall be governed by the terms attached to the Order-Form dated April 22, 2022 (the "**Agreement**"), and by executing this Order, Customer hereby agrees to be bound by all terms of the Agreement. All fees set forth herein are due pursuant to the terms of the Agreement. All capitalized terms used but not defined herein will have the meaning assigned to them in the Agreement. All amounts herein are expressed in USD. This Order shall control in the event of any conflict between this Order and the Agreement.

Item	Description	Price	Qty.	Total
Mobile App Subscription	Subscription to Moovit proprietary MaaS Product, Customizations, features and/or integrations as currently deployed	$416,667	1	$416,667
Subscription and Support to the Elerts integration	Support of Elerts integration	$16,667	1	$16,667
*_Optional_* Mobile Ticketing Provider Change	Transition to a different 3rd party mobile ticketing provider, standard integration with a vendor Moovit currently supports; any customization or new integrations may require additional scoping and associated fees to implement	$10,000 Set Up Fee (one time)	1	$10,000
*_Optional_* Support for Cash App	Enablement of payment for mobile tickets (via Token integration) using funds from Cash App account	Included (Discount of $10,000)	1	Included
Optional Deep Integration with On-demand vendor	Deep integration with RideCo, Spare, or VIA, including maintenance for the duration of the renewal	$100,000 Set Up Fee (one time)	1	$100,000

Optional Level 1 Integration with On-demand vendor	Level 1 integration (Discovery + Deeplink)	$15,000 Set Up Fee (one time)	1	$15,000
Total (Without *Optional* additions)				USD $ 433,334 **"Renewal Fee"**

- **Effective date**: The date of execution of this Order.
- **Subscription Term:** 20 months as of July 31, 2025 up until March 31, 2027 .
- **Term**: As of the Effective Date and until the end of the Subscription Term set forth in this Order.
- **Renewal Option:** Customer shall have the right to extend the Subscription Term for an additional period of four (4) months (the "**Renewal Option**"), subject to providing Moovit with written notice no later than thirty (30) days prior to the expiration of the current Subscription Term. In such event, Customer shall pay Moovit a total amount of **$86,666** comprised of (a) **$83,333** for the Mobile App Subscription and (b) **$3,333** for Subscription and Support services in connection with the Elerts integration.
- **Payment Terms**: Invoices shall be paid Net + 30, and shall be issued as following:
    - For the Renewal Fee: 1 invoice, for the amount of US $ 433,334 shall be issued upon the Effective Date.
    - For *Optional* additions: invoice shall be issued upon Customer request to add the applicable feature.
    - In the event that the Customer elects to exercise his Renewal Option, Moovit shall issue an invoice in the amount of USD $86,666 upon Customer's renewal notice.

Customer General Information	
Full Customer Name	New Orleans Regional Transit Authority, LA
Customer Address	2817 Canal Street New Orleans, LA 70119 (USA)
Customer Country of Registration	LA 70119 (USA)
Customer Registration number/VAT Number	
Contact person details	Dwight Norton Chief Planning and Capital Projects Officer +1 (504) 301 5434 dnorton@rtaforward.org

The undersigned represent and warrant that they are authorized to sign this Order on behalf of their respective Party thereto and hereby bind the Party on whose behalf they are signing.

Customer NORTA, LA	Moovit Inc.
Authorized Signature: _____	Authorized Signature: _____
Printed Name: _____	Printed Name: _____
Title: _____	Title: _____
Date: _____	Date: _____

Regional Transit Authority
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RESOLUTION NO. 22-030

STATE OF LOUISIANA
PARISH OF ORLEANS

Authorization to Award Contracts for a Software-As-A-Service Provider, a Mobile Ticketing Provider, and the activation of a Third-Party Mobility App to replace RTA's mobile application.

Introduced by Commissioner Tillery, seconded by Commissioner Wegner.

WHEREAS, the license for RTA's existing real-time and mobile ticketing smartphone application, GoMobile, which facilitated approximately $1.6 million in revenue in 2021, will expire on August 28, 2022; and

WHEREAS, the annual cost to RTA for GoMobile service, licensing and transaction fees is an estimated $400,000 (depending on volume of mobile ticket sales); and

WHEREAS, the Chief Executive Officer of the RTA has identified the need to replace the mobile application prior to GoMobile's expiration for the benefit of RTA's ridership and to prevent loss of revenue; and

WHEREAS, staff has evaluated and determined that procuring a Software-As-A-Service Provider (Moovit) and a Mobile Ticketing Provider (Token Transit), as well as activating a Third Party Mobility App (Transit App) will enable the RTA to adequately and timely replace GoMobile without a reduction in levels of service to riders; and

WHEREAS, staff conducted a thorough evaluation of possible replacement options and potential vendors to determine a preferred solution; and

WHEREAS, staff evaluated all cost components submitted by the respective vendors and determined the prices to be fair and reasonable; and

WHEREAS, it is the opinion of the RTA Board of Commissioners that the replacement of the GoMobile application is critical to both maintaining levels of service for RTA's ridership and retaining fare revenue associated with mobile ticketing; and

WHEREAS, the cost of the preferred solution is comparable to RTA's existing cost for its mobile application and authorization of mobile payments.

NOW, THEREFORE, BE IT RESOLVED by the RTA Board of Commissioners that the Chairman of the Board, or his designee, is authorized to execute contracts with the following:

(1) Moovit Inc. as a Software-As-A-Service Provider, for an annual amount not to exceed $250,000

(2) Token Transit as a Mobile Ticketing Provider, for fixed fee per fare payment transaction via mobile application, paid monthly for a total annual amount not to exceed $300,000 (all costs charged as a percentage of fare sales such that annual costs are estimated at approximately $160,000 based on last year's GoMobile pass sales).

(3) Transit App as a "Third Party" mobility application for an annual amount not to exceed $21,000 and a one-time fixed activation cost of $8,500.

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

YEAS:	**8**
NAYS:	**0**
ABSTAIN:	**0**
ABSENT:	**0**

AND THE RESOLUTION WAS ADOPTED ON THE 26th DAY OF APRIL, 2022.



FLOZELL DANIELS, JR.
CHAIRMAN
RTA BOARD OF COMMISSIONERS

Regional Transit Authority
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New Orleans, LA 70119-6301

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RESOLUTION NO. 23-054

STATE OF LOUISIANA

PARISH OF ORLEANS

AUTHORIZATION TO EXTEND CONTRACTS FOR MOBILE APP SOFTWARE-AS-A-SERVICE PROVIDER AND MOBILE TICKETING PROVIDER

Introduced by Commissioner Neal, seconded by Commissioner Ewell.

WHEREAS, the RTA successfully implemented a new mobility app solution to riders in August 28, 2022 using Software-As-A-Service Provider (Moovit) for a RTA-owned white-label app “Le Pass”, with an integrated Mobile Ticketing Provider (Token Transit); and

WHEREAS, staff has been working with providers to improve the app services during the last nine months and over the next year to improve the rider experience; and

WHEREAS, it is the opinion of the RTA staff that the continuity of services is critical to both maintaining levels of service for RTA’s ridership and retaining fare revenue associated with mobile ticketing; and

WHEREAS, on the mobile ticketing side, revenue has significantly exceeded projections with sales in 6 months from September 2022 to February 2023 28% higher than mobile ticketing sales in GoMobile during the same 6-month period in 2019-2020. As a result, additional funds need to be allocated to meet the updated demand forecast. Token Transit’s fee is based on a percentage of sales; and

WHEREAS, the 2022 Token Transit purchase order for $300,000.00 reflected the original GoMobile projected funds, the actual increase in the use of mobile ticketing between August 2022 and April 2023 (8-month total) of $241,736.48 with a projected 12-month projection to be $362,604.72. The higher-than-expected use of the application coupled with the inclusion of JP Transit in the near future necessitates the rise in the requested funding and subsequent purchase order by $500,000.00, for a total of $800,000.00, and

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NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, authorization to extend contracts for the following:

(1) Moovit Inc. as a Software-As-A-Service Provider, for a two-year subscription in the amount of $250,000 annually from the approved 2023 operating budget from account 1290002.8580.163.

(2) Token Transit as the mobile ticketing software provider the fee is either $0.06 + 7% per transaction under $2.00 or 10% per transaction at or above $2.00 and is paid monthly from the gross revenue. Based on mobile ticketing sales from the previous nine (9) months, staff estimates total payments to be $500,000.00 per year, increasing the total not-to-exceed from $300,000 to $800,000 projected in transaction fees to Token Transit through July 2024 from account 1290002.8580.15182.

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

YEAS:	**6**
NAYS:	**0**
ABSTAIN:	**0**
ABSENT:	**2**

AND THE RESOLUTION WAS ADOPTED ON THE 25h DAY OF July 2023.



MARK RAYMOND, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-096 **Board of Commissioners**

Award contract to Landmark Consulting LLC to assist with the development and implementation of the Standard Operating Procedure (SOP) Project

DESCRIPTION: 2025 Standard Operating Procedure Development and Implementation Project	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Authorize the Chief Executive Officer to negotiate and approve a contract with Landmark Consulting for the 2025 Standard Operating Procedure Development and Implementation Project.

ISSUE/BACKGROUND:

The New Orleans Regional Transit Authority (RTA) staff have made tremendous progress in adopting and developing formal process documents to guide day-to-day operations. However, a combination of high-profile initiatives, organizational adjustments, and resource constraints has hampered the agency's ability to fully develop and maintain consistent Standard Operating Procedures (SOPs) across departments.

Management and staff recognize the importance of developing, properly vetting, adopting, and reviewing formal SOPs- particularly those which govern cross-departmental processes and/or are of a safety critical nature. This work is also necessary to demonstrate compliance with state and federal requirements and in support of formal Corrective Action Plans overseen by the Louisiana Department of Transportation and Development in accordance with 49 CFR Part 674.

DISCUSSION:

RTA seeks to engage Landmark Consulting to support a multi-phased SOP review and implementation project across the enterprise. The overall goal of this engagement is to deliver critical SOPs for each RTA department and improve the agency's approach to developing, utilizing, reviewing, updating, and tracking performance against SOPs.

Landmark Consulting will support two primary tasks:

1. A comprehensive review of existing agency policies and procedures and the development, review, and final adoption of critical SOPs, in close consultation with management and staff.
2. Assistance with delivering ongoing SOP maintenance mechanisms and targeted improvements based on the findings.

The scope of the work includes:

- Reviewing departmental roles and responsibilities to identify overlaps, misalignments, and cross-functional dependencies.
- Evaluating SOP development capacity and reviewing current SOPs for alignment with job functions, agency policies, and regulatory standards.
- Assessing how SOPs are assigned, maintained, and supported by IT tools and internal controls.
- Identifying opportunities to improve operational practices, compliance, and documentation methods.
- Delivering department-specific recommendations with estimated costs, benefits, risks, and timelines.
- Assisting with the implementation of priority improvements, including SOP updates, supporting tools, and business process enhancements.

The review will emphasize areas mutually identified as safety-critical by the executive leadership team, including:

- Operations Training
- Accident/Incident Procedures
- Quality Assurance and Rule Compliance Checks
- Bus, Streetcar, Paratransit & Support Vehicle Maintenance SOPs
- Dispatch/Operations Control Center (OCC) Procedures

FINANCIAL IMPACT:

The total cost required is $300,000, which will be funded through RTA's budget account 01-2100-02-7070-176-00-00-00000-00000.

NEXT STEPS:

Upon board approval, RTA will proceed with executing a contract with Landmark Consulting. Project work is anticipated to begin in Q4 2025, with implementation occurring in close coordination with internal stakeholders and executive leadership.

ATTACHMENTS:

1. Board Resolution
2. Procurement Summary- RFQ 2025-008
3. Administrative Review Form RFQ 2025-008
4. Scope of Work
5. RFQ 2025-008 Standard Operating Procedure Development

Prepared By: Jessica M. Lang
Title: Business Analyst

Reviewed By: Gizelle Johnson-Banks
Title: Chief Financial Officer



7/22/2025

Lona Edwards Hankins
Interim Chief Executive Officer

Date

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

RESOLUTION NO. _____

STATE OF LOUISIANA
PARISH OF ORLEANS

APPROVAL TO ENGAGE LANDMARK CONSULTING FOR STANDARD OPERATING PROCEDURE (SOP) REVIEW AND IMPLEMENTATION PROJECT

Introduced by Commissioner _____, seconded by Commissioner _____.

WHEREAS, the New Orleans Regional Transit Authority (RTA) staff have made progress in adopting and developing formal process documents to guide agency operations; and,

WHEREAS, a combination of high-priority initiatives, organizational adjustments, and resource limitations has hindered the agency's capacity to fully develop, adopt, and maintain consistent Standard Operating Procedures (SOPs) across departments; and,

WHEREAS, the RTA recognizes the importance of formalizing SOPs to support cross-departmental coordination, internal accountability, safety-critical functions, and compliance with regulatory standards; and,

WHEREAS, RTA seeks to engage Landmark Consulting to lead a multi-phased SOP review and implementation project that includes a review of departmental roles and responsibilities, SOP capacity assessment, improvement recommendations, and implementation of business process enhancements; and,

WHEREAS, the engagement will emphasize high-priorty and safety-critical areas identified by the executive leadership team and support the agency's compliance with federal and state requirements, including Corrective Action Plans governed by the Louisiana Department of Transportation and Development under 49 CFR Part 674; and,

WHEREAS, nine responsive proposals were received, and Landmark Consulting was selected for contract award based on its ranking as the most responsive and responsible proposer; and,

WHEREAS, the total cost of this engagement shall not exceed $300,000, and funds for this contract have been allocated within the RTA Budget, with the following operating account number: 01-2100-02-7070-176-00-00-00000-00000;

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the New Orleans Regional Transit Authority (RTA) that the Chairman of the Board, or his designee, authorizes the Chief Executive Officer, to execute an agreement with Landmark Consulting and proceed with the project in an amount not to exceed $300,000.00.

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE ____ DAY OF _____2025.

_____

FRED NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

PROCUREMENT SUMMARY-RFQ 2025-008

REQUIREMENTS

A Solicit Request Routing Sheet for Standard Operating Procedure Development with attached scope of work was received by Procurement on October 28, 2024. A DBE goal of 34.61% was established for this project.

SOLICITATION

The Public Notice and the RFQ 2025-008 was posted on the RTA website beginning 02/06/25. The RFQ submittal deadline was 03/25/25 at 4:00pm.

RFP SUBMITTAL

Submittal deadline was on 03/25/25 at 4:00pm. Briana Howze handled the receipt of all submissions received. Eleven (11) proposals were received.

DETERMINATION

Nine (9) responsive proposals were received and determined to be responsive.

SUBMITTAL ANALYSIS

Respondents	Required Forms
BDM	All Required Documents
Center for Individual & Organizational Effectiveness	All Required Documents
DMC	All Required Documents
Eluciniere LLC	Not Certified DBE
Embark	All Required Documents
Halaian Solutions	All Required Documents
JAJ Business Consulting	All Required Documents
K&J	All Required Documents
Landmark Consulting	All Required Documents
Life Happens Business Consulting Group	Not Certified DBE
TRNA	All Required Documents

SUMMARY

An Administrative Review was prepared by Briana Howze.

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

Ryan Moser
Michele Foster
Shalome Jenkins

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

BDM	209
Center for Individual	109
DMC	77
Embark	135
Haliation Solutions	114
JAJ Business Consulting	134
K & J	228
Landmark Consulting	242
TRNA	160

Landmark Consulting has been determined to be fair and reasonable and is recommended for award.

Regional Transit Authority
Administrative Review Form

Project Name: Standard Operating Procedure Development

Type of Solicitation: RFQ 2025-008 DBE/SBE Participation Goal: 34.61% Number of Respondents: 11

Prime, Primary Contact and Phone Number	DBE and Non-DBE Subconsultants	DBE Commitment Percentage	Price (RFP and ITB ONLY)
BDM	N/A	Meets	$0.00
Center for Individual & Organizational Effectiveness	N/A	Meets	$0.00
DMC	N/A	Meets	$0.00
Eluciniere LLC	N/A	0%	$0.00
Embark	N/A	Meets	$0.00
Halaian Solutions	N/A	Meets	$0.00
JAJ Business Consulting	N/A	Meets	$0.00
K&J	N/A	Meets	$0.00
Landmark Consulting	N/A	Meets	$0.00
Life Happens Business Consulting Group	N/A	0%	$0.00
TRNA	N/A	Meets	$0.00

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

Prime Firm Name	Required Items								
	LA Uniform Public Work Bid	Non-Collusion	Debarment Prime	Debarment Lower	Restrictions on Lobbying	Buy America Compliance	Participant Info	Affidavit of Fee Disposition	Addenda
BDM	N/A	Y	Y	Y	Y	Y	Y	Y	Y
Center for Individual & Organizational Effectiveness	N/A	Y	Y	Y	Y	Y	Y	Y	Y
DMC	N/A	Y	Y	Y	Y	Y	Y	Y	Y
Eluciniere LLC	N/A	Y	Y	Y	Y	Y	Y	Y	Y
Embark	N/A	Y	Y	Y	Y	Y	Y	Y	Y
Halaian Solutions	N/A	Y	Y	Y	Y	Y	Y	Y	Y
JAJ Business Consulting	N/A	Y	Y	Y	Y	Y	Y	Y	Y
K&J	N/A	Y	Y	Y	Y	Y	Y	Y	Y

Landmark Consulting	N/A	Y	Y	Y	Y	Y	Y	Y	Y
Life Happens Business Consulting Group	N/A	Y	Y	Y	Y	Y	Y	Y	Y
TRNA	N/A	Y	Y	Y	Y	Y	Y	Y	Y

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

Vendor Name: Landmark Consulting.

Certified by: Name and Title Briana Howze, Contract Administrator

Procurement Personnel Only

Prime Firm Name	Bid Bond	Insurance	Responsiveness Determination	Responsible Determination					
			Certifications /Licenses	Facilities/ Personnel	SAM.Gov	Previous Experience	Years in Business	Financial Stability	LA License No. if required
BDM	N/A				Y	Y			
Center for Individual & Organizational Effectiveness	N/A				Y	Y			
DMC					Y	Y			
Eluciniere LLC					Y	Y			
Embark					Y	Y			
Halaian Solutions					Y	Y			
JAJ Business Consulting					Y	Y			
K&J					Y	Y			
Landmark Consulting					Y	Y			
Life					Y	Y			

Happens Business Consulting Group									
TRNA					Y	Y			

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

Vendor Name: Landmark Consulting.

Certified by: Name and Title Briana Howze, Contract Administrator

Policies and Procedures Review and Implementation - Consulting Scope of Work

Background:

Since The New Orleans Regional Transit Authority's (RTA) transition of approximately 900 full-time equivalents from the previous operations and maintenance contractor to direct employment with the agency (December 2020), the staff have made tremendous progress in adopting and developing formal process documents to guide day-to-day operations. However, a combination of high-profile projects/initiatives in 2021-2022 placing resource constraints on joint development and collaboration, combined with intermittent adjustments to the organizational chart to address workflow challenges (including, at times, the creation of new senior-level positions and functions), has apparently hampered the development effort.

RTA management and staff recognize the importance of developing, properly vetting, adopting, and reviewing formal SOPs and other process documents, particularly those which govern cross-departmental processes and/or are of a safety-critical nature. In addition to establishing effective business practices and better aligning the staff with agency objectives, policies and procedures are needed to demonstrate compliance with state and federal requirements, and in the case of RTA-- which operates federally funded rail transit service-- with formal Corrective Action Plans (CAPs) overseen by the Louisiana Department of Transportation and Development (in the capacity of State Safety Oversight Agency for RTA in accordance with 49 CFR Part 674).

Section 1: Project Overview

The RTA seeks to identify areas for improvement and enhancement of management practices across the enterprise. The RTA is seeking a highly qualified consultant to support the Agency with critical tasks: (1) a comprehensive review of existing agency policies and procedures; and development/review/final adoption of critical Standard Operating Procedures (SOPs) in close consultation with the management and staff and (2) assist the Agency in delivering (a) mechanisms for the ongoing maintenance and development of SOPs, and (b) targeted SOP improvements based on the comprehensive review. The overall goal of this engagement is to deliver critical SOPs for each RTA Department and improve the Agency's overall approach to developing, utilizing, reviewing, updating, and tracking performance against SOPs.

Section 2: Scope of Work

RTA anticipates a project scope that includes the activities outlined below:

1. Phase 1 – Review Departmental Roles and Responsibilities: The consultant will work with each Department (relevant Departments listed under Section 3 below) to determine each Department's roles and responsibilities within the Agency. These Departmental roles and responsibilities will be compared to the Agency's current organizational chart and the strategic goals for each Department. The consultant will develop a final report which defines roles and responsibilities across the Agency, identifies potential overlap and gaps in responsibilities across Departments, assesses potential areas where

responsibilities may be incorrectly assigned, and highlights critical cross-Departmental responsibilities which require organizational collaboration.

2. Phase 2 – Assessment: The consultant will perform an assessment of SOPs for each Department. This Assessment should include a stakeholder engagement element (i.e., leadership and staff interviews, a data review element, a documentation review element, and an analysis element, and should result in the following analyses:

    a. Capacity for SOP development, maintenance, updating, and review: Review of the RTA's overall practices for (1) developing new SOPs (including any Departmental, ELT, and/or Board reviews and approvals), (2) operationalizing new SOPs across the Agency (i.e., converting SOPs into practices), (3) storing and cataloguing SOPs, (4) updating SOPs when business and operational practices change, and (5) reviewing SOPs to ensure relevance and compliance with current local and Federal laws and the Agency's Board-adopted policies.

    b. Current SOPs compared to roles and responsibilities: Review of current, written SOPs in each Department as compared to the Department's roles and responsibilities identified in Phase 1. This review will determine if SOPs are missing and need development. This will also include a review of SOPs compared to the Agency's Board-adopted policies.

    c. Current SOPs compared to existing business/operational processes: Review of current, written SOPs in each Department as compared to the practical, "on the ground" practices to determine if SOPs are missing and need development.

    d. Current business and operational practices relative to industry best practices: Review of current SOPs in each Department and current practices compared to industry best practices. This includes a review of the effectiveness of practices in delivery of key functions.

    e. Technology Assessment: Review of the IT tools associated with each SOP and business/operational practice, and whether they can be more effectively utilized by the Department.

    f. SOP organizational assignments: Review of how SOPs are assigned to individuals within a Department, and determination of areas where SOPs may be incorrectly assigned in terms of staff experience or skillset.

3. Phase 3 – Improvement Recommendations: Based on the findings within Phase 2, the consultant will identify recommendations for SOP and business and operational practice improvement associated with each Department. Each recommendation should include the following information:

    a. Improvement Benefits: A summary of the recommendation benefits (including cost savings, increases in operational effectiveness, or improvements to levels of service).

b. Improvement Costs: Identification of any costs associated with pursuing the improvement (including costs associated with additional staff time or new required resources).

c. Risks for Implementation: Identification (and quantification) of any potential risks associated with the improvement. Risks may include potential business interruptions or other potential challenges associated with pursuing the improvement.

d. Delivery Roadmap: Each improvement opportunity should be included on an estimated timeline with steps required for implementation.

For Phases 1-3, the consultant will deliver a report associated with each Phase which includes a summary, a review of the methodology utilized for the Phase, a review of the findings/recommendations associated with each phase, and any underpinning analyses associated with each finding/recommendation.

RTA requests the recommendations specifically address these areas of concern, at a minimum, which were mutually identified as safety-critical by the executive leadership team:

- **Operations Training**
  - To include new-hire, refresher, post-accident retraining, coaching (by any non-training instructor) and other standard forms of training.
  - This area must include annual evaluation, operator and maintenance technician "re-certification", and quality assurance and/or rule compliance checks.
  - This area must highlight and clarify the interdependencies between Operations, Maintenance, Safety, and Human Capital departments relative to employee training.
- **Accident/Incident Procedures**
  - An Operations Manual, General Accident and Injury Policy, and an SOP developed by the Safety Department all address accident and incident procedures. Recommendations are sought for developing clear instructions for all internal and external stakeholders from the actual incident to all subsequent activities.
  - Must include adaptation of or incorporation by reference industry best practices for agency response to accidents and incidents and must be aimed at assisting the agency with the reduction of liability exposure.
- **Quality Assurance and Rule Compliance Checks**
  - Needs to encompass all existing (and if necessary, recommended) types of operational checks performed in the field to ensure adequacy of and compliance with rules, procedures, policies, and training.
  - To include all operations and maintenance functions and tasks.
- **Bus, Streetcar, Paratransit, and Support Vehicle Maintenance SOPs**
  - Must cover routine as well as specialized tasks in all three revenue vehicle maintenance divisions.
  - Must address identified compliance deficiencies relative to Occupational Safety and Health Administration (OSHA) requirements and standards, to include deficiencies in written programs (e.g., facility emergency action plans, hazmat response, lockout/tag-out, powered industrial trucks, storeroom

procedures/material handling, hearing conservation, and Personal Protective Equipment [PPE]—not exhaustive).

- **Dispatch/Operations Control Center (OCC) Procedures**
    - Includes handling of routine and emergency issues/events.
    - Must address recommendations concerning department structure, roles, accountabilities, and responsibilities from recent internal and external audits and reviews (will provide).
    - RTA intends to deliver both SOPs in their unabridged format as well as a quick reference manual or guide that is physically on the desk for OCC staff to access.
    - Needs to incorporate tools used on the job such as the Computer Aided Dispatch (CAD) system and incident notification software/forms.

4. Phase 4 – Targeted Improvements: As desired by the Agency, RTA may contract with the consultant to assist in delivering the improvement recommendations identified in Phase 3. As part of the response to this RFP, the consultant should identify resources that could assist in delivering recommended improvements (these recommendations could include, but are not limited to, implementing Agency-wide SOP development practices, developing new SOPs for various Departments, and implementing changes to technology associated with business practices.

Section 3: RTA Departments

The following RTA Departments shall be included within this Scope of Work:

Transit Operations (Bus, Rail, Paratransit and Ferry Operations)

Safety and Emergency Management

Maintenance

Asset Management

Infrastructure and Capital Projects

Finance (Accounting, Budget, Grants, Procurement, Audit, Payroll)

Human Resources (limited scope)

Marketing and Communications

PUBLIC NOTICE
REGIONAL TRANSIT AUTHORITY
STANDARD OPERATING PROCEDURE DEVELOPMENT
REQUEST FOR QUALIFICATIONS (RFQ) #2025-008

Project Description: The Regional Transit Authority (RTA) is seeking a vendor to provide Standard Operating Procedure Development per specifications in RFQ 2025-008 .

How to Obtain a copy of the RFQ: Scope of Work and further information concerning the RFQ may be obtained beginning February 6, 2025, from the RTA's Procureware website at https://norta.procureware.com/home. You will be required to first register on this website. The RFQ can also be obtained at Regional Transit Authority's website at http://www.norta.com

Responding to RFQ: Qualifications shall be submitted through RTA's Procureware website on or before 4:00 P.M., Thursday, March 20, 2025. Any questions or further information concerning this RFQ may be submitted through https://norta.procureware.com/home beginning on February 6, 2025. Only written questions submitted through https://norta.procureware.com/home shall be considered official. All answers to questions shall be by formal addenda posted to the website under RFQ #2025-008.

RTA in accordance with 49 Code of Federal Regulations (CFR) Part 26 has an obligation to ensure nondiscrimination of Disadvantaged Business Enterprises (DBEs) and to comply with all federal, state and local regulations relative to utilization of DBEs on publicly funded projects. The RTA is committed to utilization of DBEs on all federally funded projects toward attainment of the agency's established overall goal of 32%. **A DBE goal of 34.61% has been established for this project.**

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

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

Lona Hankins
Chief Executive Officer
Regional Transit Authority

REQUEST FOR QUALIFICATIONS
FROM
REGIONAL TRANSIT AUTHORITY

SUBJECT: STANDARD OPERATING PROCEDURE DEVELOPMENT

DATE: February 6, 2025

REQUEST FOR QUALIFICATIONS NO. 2025-008

PROPOSAL RECEIPT DEADLINE: Thursday, March 20, 2025 - 4:00 PM

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

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

Enclosures ("X" indicates item enclosed)

X Instructions to Proposers

X General Provisions

X Federal Requirements

X Evaluation

X Attachments

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Attachment II – Scope of Work

I. INSTRUCTIONS TO PROPOSERS

1.1 PROPOSALS

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

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

1.2 PROPOSAL SUBMISSIONS

Proposals can be sent electronically through RTA's Procureware system and uploaded through our electronic system https://norta.procureware.com/home until 1:00 P.M., on the date established as the submittal receipt deadline or upon request a hardcopy may be mailed to: Regional Transit Authority, Attn: Procurement Department, 2817 Canal Street, New Orleans, LA 70119. Proposals received after the specified date shall be considered late and, therefore, shall not be considered for award. Each proposal shall be in the form specified in this Request for Proposals and shall be in a sealed envelope with the name of the Proposer, the date scheduled as the proposal receipt deadline, and the title of the Request for Proposals marked on the outside.

1.3 PROPOSER REVIEW PROCEDURE

For the purposes of this paragraph, all submissions must be received by the RTA no later than 1:00 p.m. (Central time) on the date specified as the clarification deadline.

A. Request for Modification or Clarification

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

Proposers may submit to the RTA requests for interpretations, clarifications or modifications concerning any term, condition and/or specification included in this Request for Proposals and/or in any addendum hereto. Any such request must be received by the RTA, by the date of the scheduled proposal clarification deadline. All requests must be accompanied by all relevant information supporting the request for modification, interpretation, clarification or addendum of this solicitation.

All questions or further information concerning this RFP must be submitted through https://norta.procureware.com/home. Only written questions submitted through Procureware site shall be considered official. RTA will issue a written determination relating to received requests pursuant to this procedure. The written determination shall be by formal addenda posted to the website.

B. Protest Procedures

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

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

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

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

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

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

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

In the event of a timely protest under these regulations, the RTA shall not proceed further with the solicitation or with the award of the contract unless the Director of Procurement/RTA makes a written determination that the award of the contract is necessary without delay to protect the substantial interests of the RTA.

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

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

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

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

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

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

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

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

1.4 CONTRACT DOCUMENTATION

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

1.5 COST OF PROPOSAL

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

1.6 PROPOSAL POSTPONEMENT AND ADDENDA

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

1.7 CANCELLATION OF REQUEST FOR PROPOSALS

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

1.8 PROPOSAL REJECTION

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

1.9 SINGLE PROPOSAL RESPONSE

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

1.10 PROPOSAL WITHDRAWAL

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

1.11 ACCEPTANCE OF PROPOSALS

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

1.12 EVALUATION OF PROPOSALS

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

1.13 AWARD PROCEDURE

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

1.14 OFFERS

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

1.15 ADDENDA

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

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Addendum No. _____, dated _____

_____
Company Name

_____
Company Representative

_____
RFQ 2025-008

II. GENERAL PROVISIONS

2.1 WRITTEN CHANGE ORDERS/AMENDMENTS

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

2.2 CHANGE ORDER/AMENDMENT PROCEDURE

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

2.3 OMISSIONS

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

2.4 PRIORITY

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

2.5 COMMUNICATIONS

All official communications in connection with this contract shall be in writing. Respondents to this solicitation or persons acting on their behalf may not contact, between the release of the solicitation and award, any employee or officer of RTA or the Regional Transit Authority, including the Board of Commissioners, concerning any aspect of this solicitation, except in writing to the procurement officer or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response.

2.6 INTEREST OF MEMBERS OF, OR DELEGATES TO CONGRESS

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

2.7 CONFLICT OF INTEREST

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

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

b. Any member of his immediate family;

c. His or her partner; or

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

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

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

2.8 EQUAL EMPLOYMENT OPPORTUNITY

The Contractor shall comply with Executive Order No. 11246 as amended, entitled "Equal Employment Opportunity" as supplemented in Department of Labor Regulations (41 C.F.R. Paragraph 60). In connection with the execution of this Agreement, the Contractor shall not discriminate against any employees or applicant for employment because of race, religion, color, sex, age, or national origin. The Contractor shall take affirmative action to ensure that applicants are employed and that employees are treated during their employment without regard to their race, religion, color, sex, age, or national origin. Such actions shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; layoff or termination, rates of pay or other forms of compensation, and selection for training,

including apprenticeship. Contractor further agrees to insert a similar provision in all subcontracts, except subcontracts for standard commercial supplies or raw materials.

2.9 PRIVACY REQUIREMENTS

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

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

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

2.10 INDEMNIFICATION

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

2.11 PERFORMANCE

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

2.12 STATUS OF CONTRACTOR AND ITS EMPLOYEES

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

2.13 INSURANCES

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

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

2.14 SUBCONTRACTORS

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

2.15 ASSUMPTION OF RISK OF LOSS

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

2.16 ACCEPTANCE

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

2.17 QUALITY INSPECTION

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

2.18 CORRECTION BY CONTRACTOR

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

2.19 UNAVOIDABLE DELAYS

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

2.20 NOTIFICATION OF DELAY

The Contractor shall notify the RTA as soon as the Contractor has, or should have, knowledge that an event has occurred or will occur which will delay progress or completion. Within five (5) days there from, the Contractor shall confirm such notice in writing furnishing as much detailed information as is available.

2.21 REQUESTS FOR EXTENSION

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

2.22 ACCESS REQUIREMENTS FOR INDIVIDUALS WITH DISABILITIES

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

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

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

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

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

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

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

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

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

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

2.23 APPLICATION OF FEDERAL, STATE AND LOCAL LAWS AND REGULATIONS

(a) Federal Laws and Regulations

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

(b) State or Territorial Law and Local Law

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

2.24 CONTRACT PERIOD

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

2.25 NO OBLIGATION BY THE FEDERAL GOVERNMENT

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

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

2.26 FEDERAL CHANGES

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

2.27 INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

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

2.28 EXCLUSIONARY OR DISCRIMINATORY SPECIFICATIONS

Apart from inconsistent requirements imposed by federal statute or regulations, the RTA will comply with the requirements of 49 U.S.C. § 5323(h) (2) by refraining from

using any Federal assistance awarded by FTA to support procurements using exclusionary or discriminatory specifications.

2.29 GEOGRAPHIC RESTRICTIONS

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

2.30 PROMPT PAYMENT

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

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

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

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

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

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

The contractor, sub recipient or subcontractor shall make prompt payments for all satisfactory work performed under this agreement. The contractor shall within thirty (30) days of receipt of payment from RTA make all payments due subcontractors and suppliers. This requirement shall flow down to all levels including subcontractors making payments to sub subcontractors and suppliers, etc. Additionally, upon release of retainage(s) by RTA, Contractor shall in turn within thirty (30) days release retainage(s) it holds. The requirement for release of retainage(s) within thirty (30) days shall flow down to all subcontractors, etc. performing under this contract. Contractor or any of its subcontractors, etc. may not delay or postpone payments or release of retainage without prior RTA written approval. RTA may delay, or withhold up to twenty-five percent of *Contractor's payments, retainage, etc. if there is evidence that Contractor is not complying with any provision hereunder. RTA may withhold monies due Contractor until such time as Contractor by its actions or assurances has, to RTA satisfaction, proven that it will or has complied with all the requirements hereunder.*

2.31 CONFIDENTIALITY

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

2.32 DISPUTES

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

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

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

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

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

2.33 OWNERSHIP OF DOCUMENTS

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

2.34 STATE AND LOCAL LAW DISCLAIMER

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

2.35 PARTICIPANT INFORMATION FORM

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

2.36 NON-COLLUSION AFFIDAVIT

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

2.37 REGIONAL TRANSIT AUTHORITY GENERAL PROVISIONS

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

2.38 DISADVANTAGED BUSINESS ENTERPRISE (DBE)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

III. FEDERAL PROVISIONS AND REQUIREMENTS

3.1 ACCESS TO RECORDS

The following access to records requirements apply to this Contract:

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

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

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

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

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

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

3.2 BUY AMERICA

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

3.3 PRE-AWARD AND POST-DELIVERY AUDITS

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

3.4 CARGO PREFERENCE

The Contractor Agrees:

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

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

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

3.5 CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT

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

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

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

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

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

of Violating Facilities" published pursuant to 40 CFR 15.20. By acceptance of agreement in excess of $100,000, the Recipient

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

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

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

3.6 CIVIL RIGHTS ACT

The following requirements apply to the underlying contract:

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

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

(a) Race, Color, Creed, National Origin, Sex. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable equal employment opportunity
requirements of U. S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 et seq., (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S. C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the

future affect construction activities undertaken in the course of the Project. The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, disability or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

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

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

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

3.7 DISADVANTAGED BUSINESS ENTERPRISE

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

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

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

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

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

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

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

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

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

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

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

3.8 EMPLOYEE PROTECTION

Construction Activities. The Recipient agrees to comply, and assures the compliance of each subrecipient, lessee, third party contractor, and other participant at any tier of the Project, with the following Federal laws and regulations providing protections for construction employees: (1) Davis-Bacon Act, as amended, 40 U.S.C. §§ 3141 et seq., pursuant to FTA enabling legislation requiring compliance with the Davis-Bacon Act at 49 U.S.C. § 5333(a), and implementing U.S. DOL regulations, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction (also Labor Standards Provisions Applicable to Nonconstruction Contracts Subject to the Contract Work Hours and Safety Standards Act)," 29 C.F.R. Part 5; (2) Contract Work Hours and Safety Standards Act, as amended, 40 U.S.C. §§ 3701 et seq., specifically, the wage and hour requirements of section 102 of that Act at 40 U.S.C. § 3702, and implementing U.S. DOL regulations, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction (also Labor Standards Provisions Applicable to Nonconstruction Contracts Subject to the Contract Work Hours and Safety

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

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

3.9 ENERGY CONSERVATION

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

3.10 FLY AMERICA

Contractor and all subcontractors at every tier shall comply with the requirements of 49 U.S.C. 40118 and 4 CFR Part 52. Specifically, whenever work under this agreement may involve international transportation of goods, equipment or personnel by air, only U.S. flag air carriers shall be utilized, to the extent service by these carriers is available. Additionally, Contractor and any subcontractors at every tier shall include this requirement in all subcontracts. Further, in every instance where Contractor or any subcontractor(s) cannot comply with the requirements herein, a certification, in proper form, stating the reasons for non-compliance shall accompany the request for reimbursement or payment.

3.11 GOVERNMENT WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

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

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

Instructions for Certification

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

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

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

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

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

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

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

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

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

3.12 RESTRICTIONS ON LOBBYING

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

3.13 NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

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

3.14 PATENT AND RIGHTS IN DATA

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

copyrights, or right of privacy, arising out of the publication, translation, reproduction, delivery, use, or disposition of any data furnished under that contract. Contractor shall not be required to indemnify the Federal Government for any such liability arising out of the wrongful act of any employee, official, or agents of the Federal Government. e. Nothing contained in this clause on rights in data shall imply a license to the Federal Government under any patent or be construed as affecting the scope of any license or other right otherwise granted to the Federal Government under any patent. f. Data developed by Contractor and financed entirely without using Federal assistance provided by the Federal Government that has been incorporated into work required by the underlying contract to which this Attachment has been added is exempt from the requirements of subsections (b), (c), and (d) of this clause, provided that the Contractor identifies that data in writing at the time of delivery of the contract work. g. Unless FTA determines otherwise, the Contractor agrees to include these requirements in each subcontract for experimental, developmental, or research work financed in whole or in part with Federal assistance provided by FTA. 3. Unless the Federal Government later makes a contrary determination in writing, irrespective of the Contractor's status (i.e., a large business, small business, state government or state instrumentality, local government, nonprofit organization, institution of higher education, individual, etc.), Contractor agrees to take the necessary actions to provide, through FTA, those rights in that invention due the Federal Government as described in U.S. Department of Commerce regulations, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," 37 C.F.R. Part 401. 4. The Contractor also agrees to include these requirements in each subcontract for experimental, developmental, or research work financed in whole or in part with Federal assistance provided by FTA.

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

(1) The Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§3801 et. seq. and U.S. DOT regulations, “Program Fraud Civil Remedies”, 49 C.F.R. Part 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the Federal Government deems appropriate.

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

right to impose the penalties of 18 U.S.C. §1001 and 49 U.S.C. §5307(n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

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

3.16 RECYCLED PRODUCTS

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

3.17 SAFE OPERATION OF MOTOR VEHICLE

The Recipient agrees as follows: a. Seat Belt Use. In accordance with the provisions of Executive Order No. 13043, "Increasing Seat Belt Use in the United States," April 16, 1997, 23 U.S.C. § 402 note, the Recipient is encouraged to adopt and promote on-the-job seat belt use policies and programs for its employees and other personnel that operate company-owned, rented, or personally operated vehicles, and to include this provision in any subagreements, leases, third party contracts, or other similar documents in connection with the Project. b. Distracted Driving, Including Text Messaging While Driving. In accordance with Executive Order No. 13513, "Federal Leadership on Reducing Text Messaging While Driving," October 1, 2009, and DOT Order 3902.10, "Text Messaging While Driving," December 30, 2009, the Recipient is encouraged to comply with the terms of the following Special Provision: (1) Definitions. As used in this Special Provision: (a) "Driving" means operating a motor vehicle on a roadway, including while temporarily stationary because of traffic, a traffic light, stop sign, or otherwise. "Driving" does FTA Master Agreement MA(17), 10-1-2010 67 not include being in your vehicle (with or without the motor running) in a location off the roadway where it is safe and legal to remain stationary. (b) "Text Messaging" means reading from or entering data into any handheld or other electronic device, including for the purpose of short message service texting, e-mailing, instant messaging, obtaining navigational information, or engaging in any other form of electronic data retrieval or electronic data communication. The term does not include the use of a cell phone or other electronic device for the limited purpose of entering a telephone number to make an outgoing call or answer an incoming call, unless the practice is prohibited by State or local law. (2) Safety. The Recipient is encouraged to: (a) Adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers including policies to ban text messaging while driving— (b) Recipient-owned or Recipient-rented vehicles or Government-owned, leased or rented vehicles; (c) Privately-owned vehicles when on official Project related business or when performing any work for or on behalf of the Project; or (d) Any vehicle, on or off duty, and using an employer supplied electronic device. (3) Recipient Size. The Recipient is encouraged to conduct workplace safety initiatives in a manner commensurate with the Recipient's size, such as:

(a) Establishment of new rules and programs or re-evaluation of existing programs to prohibit text messaging while driving; and (b) Education, awareness, and other outreach to employees about the safety risks associated with texting while driving. (4) Extension of Provision. The Recipient is encouraged to include this Special Provision in its subagreements with its subrecipients, its leases, and its third party contracts, and also encourage its subrecipients, lessees, and third party contractors to comply with the terms of this Special Provision, and include this Special Condition in each subagreement, lease, and third party contract at each tier financed with Federal assistance provided by the Federal Government.

3.18 SUBSTANCE ABUSE REQUIREMENTS

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

3.19 TERMINATION

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

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

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

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

3.20 CONTRACT WORK HOURS AND SAFETY STANDARD ACT

The Contract Work Hours and Safety Standards Act is codified at 40 USC 3701, et seq. The Act applies to grantee contracts and subcontracts "financed at least in part by loans or grants from … the [Federal] Government." 40 USC 3701(b) (1) (B) (iii) and (b) (2), 29 CFR 5.2(h), 49 CFR 18.36(i) (6). The Act applies to construction contracts and, in very limited circumstances, non-construction projects that employ "laborers or mechanics on a public work" with a value greater than $100,000. These nonconstruction applications do not generally apply to transit procurements because transit procurements (to include rail cars and buses) are deemed "commercial items." 40 USC 3707, 41 USC 403 (12) Flow down Requirements: Applies to third party contractors and sub-contractors. (1) Overtime requirements - No contractor or sub-contractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty (40) hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half (1.5) times the basic rate of pay for all hours worked in excess of forty (40) hours in such workweek. (2) Violation; liability for unpaid wages; liquidated damages - In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any sub-contractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and sub-contractor shall be liable to the United States for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of $10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty (40) hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section. (3) Withholding for unpaid wages and liquidated damages - NCTD shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or sub-contractor under any such contract or any other Federal contract with the same prime contractor, or any other

federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or sub-contractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.
(4) Subcontracts - The Contractor or sub-contractor shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section and also a clause requiring the sub-contractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any sub-contractor or lower tier sub-contractor with the clauses set forth in paragraphs (1) through (4) of this section.

IV. EVALUATION CRITERIA

4.1 ADMINISTRATIVE EVALUATION

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

4.2 EVALUATION CRITERIA

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

- Overall Qualifications- Qualifications to be considered include but are not limited to technical experience in performing work of a closely similar nature; experience working with transit properties or other public agencies; record of completing work on schedule; strength and stability of the firm; technical experience and strength and stability of proposed subcontractors; and assessments by client references. (30 Points)

- Technical Approach – Evaluation will include an assessment of your team's approach to performing the Scope of Services, an assessment of your team's understanding of the Scope of Services, and an assessment of how your team's understanding of the specific issues facing the RTA in the performance of the Scope of Services. (25 Points)

- References – Evaluation of Prior experience and results on similar projects. (15 Points)

- Schedule and Accessibility – Evaluation of your team's current workload including proposed start date and tentative schedule and accessibility of those assigned to the project to meet with RTA staff. (15 Points)

- Budget Approach/Cost Effectiveness- Planned approach for delivery of effective and quality services in relation to the budget. The cost is reasonable and appropriate. (15 Points)

4.3 CONTRACT AWARD

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(iv) A summary of the rationale for award.

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

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

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

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

PROPOSAL PRICING RESTRICTIONS

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

4.4 OVERHEAD RATES

Contractor will be required to submit an audited overhead rate.

4.5 PLACE OF PERFORMANCE

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

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

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

ATTACHMENT I

SUPPLIER SUBMISSION CHECKLIST

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

Letter of Interest

Consultant Questionnaire Form

Buy American Certificate for Compliance

Non-Collusion Affidavit

Certificate on Primary Debarment

Certificate Regarding Debarment– Lower Tier

Certification of Restrictions on Lobbying

Participant Information Form

DBE Form 1 – Contract Participation and DBE Commitment

DBE Form 2 – DBE Participation Questionnaire

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

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

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

INSTRUCTIONS FOR OBTAINING FORMS

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

Click on "Vendor Form Library"

ATTACHMENT II

SCOPE OF WORK

A comparative analysis was conducted to ensure cost competitiveness. Three quotes/approximate costs from other qualified firms are listed. Based on this review, the cost proposal used for the Consultant needed for the Standard Operating Procedure Development is reasonable and in line with industry standards. The cost is justified given the scope of work and expertise required.

1. Human Resource Consultant: $187,920
2. Executive Coaching/Training Consultant: $375,000
3. Universal Accessibility Study: $250,000

Regional Transit Authority
Solicitation Request Routing Sheet

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

Solicitation ID	**217**
ProjectSchedule Delivery Date	**October 28, 2024**
Technical Specs attached	**No**
Scope of Work attached	**Yes**

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

Name: **LANG, JESSICA**
Title: **ADMINISTRATIVE ANALYST FINANCE**
Ext: **8436**

B. Name of Project, Service or Product:

Standard Operating Procedure Development

C. Justification of Procurement:

The Regional Transit Authority (RTA) requires the services of a qualified Consultant to conduct a comprehensive review of its existing policies and procedures. This review will support the Agency in enhancing its methods for developing, maintaining, and improving Standard Operating Procedures (SOPs). The Consultant will begin by reviewing and assessing the current SOPs to identify any gaps and will assist in the development of new SOPs where needed. Additionally, the Consultant will help establish mechanisms for the ongoing review and improvement of SOPs, focusing on enhancing the Agency's approach to SOP utilization, performance tracking and periodic updates.

D. Certification of Authorized Grant:

Is this item/specification consistent with the Authorized Grant?

Director Grants / Federal Compliance	
Signature	
Date	

E. **Information Technology:**

IT Dept Head	**Sterlin J Stevens**
Signature	*Sterlin J Stevens*
Date	**10/30/2024 7:58 PM**

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

Additional Safety Requirements Attached:

Chief	**Michael J. Smith**
Signature	*Michael J. Smith*
Date	**October 27 2024**

G. Risk Management:

Include Standard Insurance Provisions Only?

No

Include Additional Insurance Requirements Attached ?

Risk Management Analyst	**Michael J. Smith for M. Popkin**
Signature	*Michael J. Smith for M. Popkin*
Date	**October 27 2024**

H. Funding Source:

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

Multiple Years allocation if required:

Year	Amount	Budget Code
Year-1		01-2100-02-7070-176-00-00-00000-00000
Year-2		
Year-3		
Year-4		
Year-5		
Total all years		

Independent Cost Estimate (ICE): $300,000.00
Projected Total Cost: $300,000.00
Funding Type: Local
Grants or Capital Project ID:

Federal Funding	State	Local	Other
		$300,000.00	
Projected Fed Cost	**State**	**Local**	**Other**
		$300,000.00	

FTA Grant IDs	Budget Codes
	01-2100-02-7070-176-00-00-00000-00000

Budget Analyst	**Erin Ghalayini**
Signature	*Erin Ghalayini*
Date	**October 22 2024**

I. **DBE/SBEGoal**:

% DBE	**34.61**
% Small Business	**0**

Director Small Business	**Adonis C Expose**
Signature	*Adonis C Expose*
Date	**October 28 2024**

DBE/EECompliance Manager	**Adonis Charles Expose'**
Signature	*Adonis Charles Expose'*
Date	**October 30 2024**

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

Department Head	**Gizelle Johnson Banks**
Signature	*Gizelle Johnson Banks*
Date	**October 21 2024**

Chief	**Gizelle Johnson-Banks**
Signature	*Gizelle Johnson-Banks*
Date	**October 27 2024**

Director of Procurement	**Ronald Gerard Baptiste**
Signature	*Ronald Gerard Baptiste*
Date	**October 30 2024**

FOR PROCUREMENT USE ONLY

Type of Procurement Request:

TWO-STEP Procurement

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

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

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

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

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

Two-step Procurment - request for qualifications step-one used in the formal process of procuring a product or service, It is typically used as a screening step to establish a pool of vendors that are then qualified, and thus eligible to submit responses to a request for price

proposal (RFP). In this two-step process, the response to the RFQ will describe the company or individual's general qualifications to perform a service or supply a product, and RFP will describe specific details or price proposals.

Required if Total Cost above $15K	
Chief Financial Officer	**Gizelle Johnson Banks**
Signature	*Gizelle Johnson Banks*
Date	**October 30 2024**

Required if Total Cost above $50K	
Chief Executive Officer	**Lona Edwards Hankins**
Signature	*Lona Edwards Hankins*
Date	**October 30 2024**



RTA STANDARD OPERATING PROCEDURE DEVELOPMENT

RFQ-2025-008
March 25, 2025

landmark CONSULTING
with its partners
THE SLONE GROUP
Knowledge Architects.
TYLin
EISNERAMPER
Deep Fried

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01

LETTER OF INTEREST



3/19/2025

Lona Hankins
Chief Executive Officer Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119

Subject: Letter of Interest – RFQ #2025-008 Standard Operating Procedure Development

Dear Ms. Hankins,

Landmark Consulting is pleased to submit this Letter of Interest in response to RFQ #2025-008 for Standard Operating Procedure (SOP) Development for the Regional Transit Authority (RTA). With extensive experience in public sector consulting, transit operations, and procedural development, our team is well-positioned to provide comprehensive and structured SOPs that enhance operational efficiency, regulatory compliance, and service quality for the RTA.

Team Structure and Organization

Landmark Consulting and our partners will serve as the **Prime Consultant and the local point of contact** for this engagement, ensuring a seamless and responsive partnership with RTA. Our team consists of best-in-class practitioners in transit operations, safety compliance, and procedural documentation. Our sub-consultants have been carefully selected as the best of the best, bringing decades of expertise and a deep passion for their work in regulatory compliance, workforce training, and quality assurance. Together, our team possesses the **transit operations and procedural development experience** necessary to meet RTA's unique requirements and ensure the highest standards of performance.

Landmark Consulting also brings some of the **best technical expertise in the nation**, with a proven record of coordinating, supporting, and delivering consistent results in organizational process improvement. Each functional area of the project will be led by key representatives with specialized expertise, ensuring a focused and strategic approach to SOP development and implementation. Our partners include:

- **TYLin Mobility Systems** *(Transit Operations & Asset Management)*
- **Knowledge Architects, Inc.** *(Maintenance)*
- **Zarr Transportation Consulting** *(Transit Operations)*
- **EisnerAmper, LLP** (*Finance)*
- **The Slone Group** *(Human Resources)*
- **Deep Fried** *(Marketing & Communications)*

Approach and Capability to Handle Project-Specific Issues

Our approach is designed to be **collaborative, data-driven, and adaptable** to the specific needs of the RTA. We will leverage **custom solutions and industry best practices** to develop SOPs that

align with RTA's goals and regulatory requirements. Based on the Scope of Work, we will structure our work plan into the following key phases:

Phase 1: Review Departmental Roles and Responsibilities

- Conduct a thorough assessment of departmental roles and responsibilities, comparing them to the existing organizational chart and strategic objectives.
- Identify overlaps, gaps, and misassigned responsibilities across departments.
- Deliver a comprehensive report outlining recommendations for role clarity and interdepartmental collaboration.

Phase 2: SOP Assessment and Analysis

- Conduct stakeholder interviews, data reviews, and documentation analysis to evaluate existing SOPs.
- Assess the agency's capacity for SOP development, maintenance, and review.
- Compare current SOPs with actual operational practices, industry best practices, and federal/state compliance standards.
- Evaluate technology tools utilized in operational processes and assess their effectiveness.

Phase 3: Improvement Recommendations

- Provide structured recommendations for SOP and operational practice enhancements.
- Identify benefits, costs, risks, and a clear delivery roadmap for implementation.
- Address key RTA focus areas, including:
    - Operations training (new hire, refresher, post-accident, re-certification, and quality assurance checks)
    - Accident/incident procedures
    - Quality assurance and rule compliance checks
    - Bus, streetcar, paratransit, and support vehicle maintenance SOPs
    - Dispatch/Operations Control Center (OCC) procedures and quick-reference guides
    - Addressing compliance deficiencies with OSHA standards

Phase 4: Targeted SOP Development and Implementation Support

- Assist in executing selected improvement initiatives, including:

- Implementing agency-wide SOP
- Developing new SOPs for various RTA departments
- Supporting technology adoption and process improvements

- Provide structured training for RTA staff to ensure seamless SOP adoption and integration into daily operations.

Proposed Work Schedule

We have outlined a structured project timeline to ensure timely delivery of the SOPs while maintaining high quality:

- **Phase 1 (10 Weeks):** Review Departmental Roles and Responsibilities
- **Phase 2 (09 Weeks):** SOP Assessment & Analysis
- **Phase 3 (08 Weeks):** Improvement Recommendations & Roadmap
- **Phase 4 (TBD):** SOP Development, Implementation & Training Support

This timeline ensures that the SOPs are delivered within **six months**, allowing ample time for feedback and revisions. See detailed timeline under schedule and accessibility.

Commitment to DBE Participation

Landmark Consulting is committed to **exceeding the Disadvantaged Business Enterprises (DBEs) goal**. Landmark along with TSG are local DBEs and exceed the goal at greater than 50% participation.

Conclusion

We appreciate the opportunity to submit our qualifications for this critical initiative. With our **best-in-class team**, **deep expertise in transit and business operations**, and **commitment to innovation and custom solutions.** Landmark Consulting and our partners are confident in our ability to develop clear, actionable, and effective SOPs that will enhance RTA's operational efficiency and service delivery. As the **local point of contact**, we will ensure **seamless communication, consistent delivery, and expert coordination** throughout the engagement.

We welcome the opportunity to further discuss our approach and look forward to contributing to the success of this project. Please feel free to contact me at Keelyt@landmarkconsultingllc.com or 504-524-8880 for any further information.

Sincerely,

Keely Thibodeaux (Mar 25, 2025 14:29 CDT)

Keely Thibodeaux
Senior Principal

02
QUALIFICATIONS



COMPANY BIOS

Landmark Consulting

Landmark Consulting is a **premier program management firm** with extensive expertise in **delivering infrastructure** and **capital projects**. Our experience, specialized training, and capacity uniquely position us to support the Regional Transit Authority (RTA) in the development of updated Standard Operating Procedures (SOPs) that align with best practices and enhance operational efficiency. For the last two years, Landmark has been recognized by City Business as one of the Best Places to Work in New Orleans.

Relevant Experience

1. Landmark Consulting has successfully executed projects of similar scope, notably for the Port Authority of New York and New Jersey, where we developed three SOPs:

I. A handbook for **process improvement** that formalized interdepartmental communications.
II. A **construction change management process** to streamline project modifications.
III. A **financial reporting and documentation handbook** to enhance accountability and compliance.

2. Landmark Consulting has developed and implemented new processes and systems for the City of Atlanta's COVID financial recovery efforts managing $1B in federal funding resulting in improved communications, oversight, fiscal responsibility and audits with no findings.

3. Landmark Consulting also developed and implemented new processes and systems for the Morial Convention Center New Orleans' 5-year capital program resulting in speed of delivery, unnecessary spending, proving adequate cash flow, communication and actively managing project risk.

These engagements demonstrate our ability to establish structured, efficient, and practical procedures tailored to the needs of complex, multi-stakeholder organizations.

Project Approach

To effectively support RTA in updating its SOPs, Landmark Consulting will implement a strategic and structured approach, ensuring seamless execution and staff engagement:

- **Project Management & Coordination:** Our Project Manager, Keely Thibodeaux, will lead effort, developing **Project Plans** for effectiv project delivery.

- **Stakeholder Engagement:** We will minimize the burden on RTA staff by **coordinating interviews and data gathering** efficiently, ensuring continuity with familiar personnel throughout the process.

- **Integrated Delivery Model:** While **Landmark Consulting** will oversee project execution, **subject matter experts (SMEs) from technical sub-consultants** will provide specialized input, ensuring a comprehensive and integrated SOP framework.

COMPANY BIOS | CONTINUED

Scope of Services

Our project methodology includes:

- **Stakeholder & Client Management:** Engaging RTA leadership and relevant stakeholders to align SOPs With organizational goasl.
- **Data Collection & Analysis:** Collecting thorough research to understand existing processes and identify opportunities for enhancement.
- **Regulatory& Compliance Review:** Ensuring that all SOPs comply with applicable regulations, including **Louisiana Public Bid Law (Title 38) and LA Uniform Construction Code.**
- **Document Compilation & Delivery:** Structuring the final SOP document with clear, actionable guidelines for RTA implementation.
- **Schedule & Contract Management:** Maintaining adherence to project timelines and contractual obligations for efficient project execution.

Landmark's Unique Capabilities

Landmark Consulting is prepared to leverage its extensive expertise and structured approach to support RTA in modernizing its SOPs. Our **proven track record, deep understanding of regulatory requirements, and commitment to stakeholder collaboration** make us an ideal partner for this engagement.

- **Full-Service Expertise:** As both a **licensed architecture firm** and a **Louisiana-licensed construction firm**, we offer a unique perspective on infrastructure development and compliance.

- **Prime Consultant Experience:** We successfully prime 90% of our projects, demonstrating our ability to manage and lead large-scale initiatives.

- **Diverse Portfolio of Success:**
    - **Morial Convention Center ($557M)** – Oversight of capital improvement projects.
    - **Dillard University ($41M)** – Campus infrastructure development.
    - **City of Columbia ($250M)** – Large-scale infrastructure program management.
    - **City of Atlanta ($1B) & Douglas County** – Federal fund management and project-based accounting compliance.
    - **City of New Orleans Capital Improvement Program ($465M)** – Managing scheduling, cost, and reporting for multiple concurrent projects.

COMPANY BIOS | CONTINUED

Commitment to DBE Participation

As a **locally owned DBE firm headquartered in New Orleans,** with additional offices in **Atlanta and New York,** we are fully committed to RTA's DBE utilization goals. Landmark together with The Slone Group will exceed the goal with over 50% DBE participation.



LANDMARK'S HEADQUARTERS
525 St. Charles Avenue, Suite 330
New Orleans, LA 70130

landmark CONSULTING

COMPANY BIOS | CONTINUED

TYLin Mobility Systems

TYLin Mobility Systems is a leading provider of **strategic planning, technology assessment, and process optimization services for transit agencies** across North America. With more than 50 years of experience and over 400 successfully implemented technology solutions, TYLin specializes in operational technologies such as SCADA systems, CAD/AVL, and control room management. Their expert consultants, many of whom have direct transit agency experience, bring industry-specific knowledge to streamline operations, enhance efficiency, and align technology investments with agency goals. TYLin's ability to integrate innovative mobility solutions ensures that transit agencies remain at the forefront of industry advancements.

TYLin employs a structured, multi-phase technical approach to ensure smooth project execution and operational improvements. Their process begins with a thorough review of departmental roles and responsibilities, incorporating stakeholder consultations, organizational analysis, and document evaluations to identify inefficiencies and areas for enhancement. Their SOP assessment methodology includes leadership and staff interviews, policy and technology reviews, and benchmarking against industry best practices. Based on these findings, TYLin formulates targeted recommendations to improve compliance, efficiency, and safety, supported by structured improvement roadmaps, cost-benefit analyses, and risk assessments. The final phase of their approach focuses on implementation, including training, quick-reference materials, and iterative feedback mechanisms to ensure sustained operational effectiveness.

Knowledge Architects Inc.

Knowledge Architects Inc. (KA) is a women-owned professional services firm based in Atlanta, GA, specializing in **Workforce Development, Process Improvement, Training, and Organizational Change Management.** With a strong track record of supporting government and transit-focused clients, KA brings deep expertise in streamlining processes and simplifying knowledge acquisition to drive successful transformation initiatives. Their team includes Learning and Development Specialists, **Transit Engineers,** Subject Matter Experts, and Business Analysts, all dedicated to improving operational efficiency. KA has extensive experience working with large and complex transit agencies, positioning them well to enhance RTA's policies, procedures, and training programs.

KA's technical approach follows a structured, phased methodology to refine processes, enhance compliance, and optimize operational efficiency while ensuring alignment with industry best practices. They begin with an in-depth analysis of departmental roles and responsibilities, identifying gaps, redundancies, and areas requiring cross-departmental collaboration. Their SOP assessment phase involves stakeholder engagement, documentation reviews, and data analysis to evaluate RTA's capacity for SOP development, maintenance, and review, as well as benchmarking practices against industry standards. Based on these findings, KA develops targeted improvement recommendations, detailing cost savings, operational efficiencies, and compliance enhancements, along with implementation roadmaps and risk mitigation strategies. Their final phase focuses on implementing select SOP improvements, enhancing training programs with interactive learning experiences, and establishing mechanisms for ongoing SOP maintenance and compliance monitoring. With their expertise in Organizational Change Management, KA ensures employee adoption and long-term sustainability of process enhancements.

COMPANY BIOS | CONTINUED

EisnerAmper

EisnerAmper, one of the largest business consulting firms in the world. Eisner Amper is comprised of EisnerAmper LLP, a licensed independent **CPA firm** that provides client attest services founded in 1963; and Eisner Advisory Group LLC, an alternative practice structure that provides **business advisory and non-attest services** in accordance with all applicable laws, regulations, standards and codes of conduct. Requested services will be provided by EisnerAmper, LLP, which includes the combination with Postlethwaite & Netterville, APAC and has been providing professional services for over 75 years.

Our clients are in all business sectors and leverage a complete menu of service offerings, including **advisory, accounting, tax, and outsourcing.**

Our professionals are passionate about helping clients grow and offering them tailored services every step of the way to help them reach their goals. Our firm structure allows us to provide the flexibility and personalized approach of a small firm, together with the wide variety of resources, leading-edge technology and integrated expertise of a multinational firm.

For six consecutive years, the Firm has received the Best of Accounting award from ClearlyRated for excellence in client service. The Best of Accounting designation is the only award program that recognizes service excellence for accounting firms based on ratings provided exclusively by clients.

Zarr Transit Consulting (ZTC)

Zarr Transit Consulting (ZTC), led by Jeff Zarr, is a specialized firm with nearly 40 years of expertise in **Paratransit, Microtransit, and transit technology operations.** With a strong background in **emergency management, financial sustainability, and transit technology**—including extensive work with Trapeze PASS and Moovit's LePass mobility platform—ZTC offers strategic guidance on transit policy development and operational improvements. Their experience spans both the public and private sectors, including transit agencies, service providers, and technology firms, equipping them with a comprehensive understanding of industry challenges and best practices.

ZTC's technical approach is built on a structured methodology that begins with a detailed review of departmental roles and responsibilities through document analysis and on-site engagements. Their assessment phase integrates policy reviews, leadership interviews, and direct operational observations to evaluate the effectiveness and compliance of existing SOPs, while also identifying gaps in institutional knowledge. From these findings, ZTC develops targeted recommendations designed to enhance policy development, optimize operational procedures, and improve technology utilization. Each recommendation is assessed for its benefits, costs, risks, and implementation feasibility, ensuring practical and data-driven solutions. Their expertise in transit technology integration further allows them to provide specialized insights on optimizing digital tools and communication strategies to improve overall transit operations.

COMPANY BIOS | CONTINUED

The Slone Group

The Slone Group (TSG) is a minority- and veteran-owned consulting firm specializing in **organizational development, workforce training, and HR policy optimization.** With a strong foundation in **business consulting** and **executive coaching**, TSG focuses on equipping organizations with the tools to improve efficiency, compliance, and employee engagement. Their expertise in behavioral insights, particularly through Emergenetics® methodologies, allows them to create customized training programs that address the unique needs of an organization. Their collaborative approach emphasizes deep engagement with stakeholders to develop solutions that align with both workforce development and organizational strategy.

TSG's technical approach is centered on a structured and interactive methodology that integrates workforce analysis, policy alignment, and training customization to enhance operational efficiency. Their process begins with a comprehensive review of departmental roles and responsibilities, leveraging structured interviews, focus groups, and data-driven gap analyses to pinpoint inefficiencies, redundancies, and training needs. Their approach to SOP refinement and HR policy development is highly adaptable, allowing for real-time modifications based on organizational requirements. TSG emphasizes continuous improvement through structured feedback loops, compliance tracking, and customized learning experiences that maximize engagement and retention. By integrating behavioral insights into their methodology, they ensure that training and procedural enhancements are both meaningful and sustainable.

Deep Fried

Deep Fried is a full-service branding and communications agency with over 20 years of experience serving clients across diverse industries, including government, transportation, and civic organizations. Based in New Orleans, Deep Fried specializes in **brand identity development, campaign strategy, digital communications, and public engagement.** Their expertise in crafting strategic messaging, visual storytelling, and digital marketing makes them well-suited to support RTA's efforts in developing structured communications and branding guidelines. Their approach emphasizes creativity, audience engagement, and cross-platform messaging to ensure consistency and impact across all public-facing communications.

Deep Fried's technical approach focuses on developing and formalizing Standard Operating Procedures (SOPs) specifically for RTA's marketing and communications functions. Their process begins with a discovery and planning phase, which includes stakeholder interviews, an audit of existing SOPs, and benchmarking against industry best practices. They then develop a structured SOP framework covering key areas such as brand management, social media strategy, public relations, and internal communications. Their drafting process ensures clarity, accessibility, and alignment with RTA's strategic goals. After initial development, they conduct stakeholder reviews, test SOPs in real-world scenarios, and refine them based on feedback. The final phase includes training workshops, implementation support, and the creation of quick-reference materials to ensure long-term adherence and effectiveness. Their expertise in branding and audience engagement ensures that all SOPs are practical, user-friendly, and aligned with best practices in public transit communications.

PROJECT PAGES

landmark CONSULTING



ALANTA, GEORGIA, USA

Federal Grants Compliance, Management Consulting

CLIENT REFERENCE
Jerry DeLoach
(404) 330-6684

PROJECT VALUE
$1B

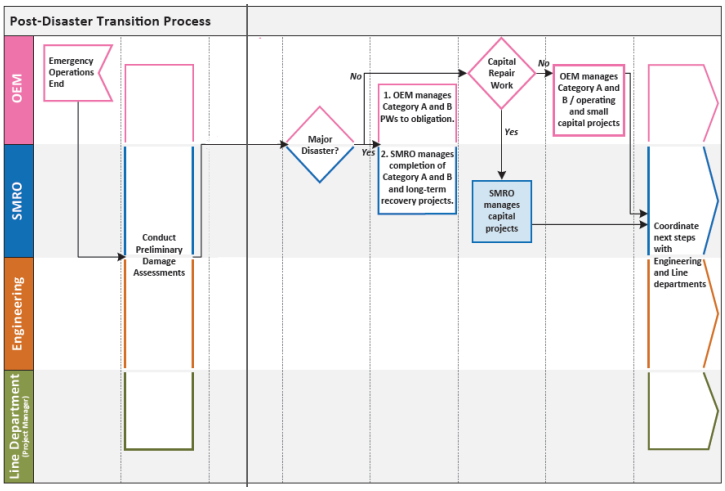
LANDMARK ROLE
Project Management Services

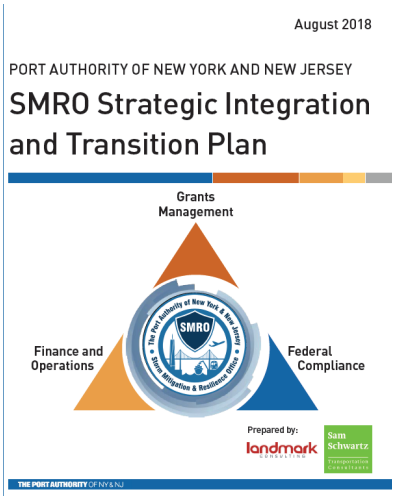
Landmark is the prime contractor providing expert technical assistance for federal grants management, compliance, monitoring, reporting, and expert advisory services to the City of Atlanta and subgrantees for programs funded under the U.S. Treasury Coronavirus Aid, Relief, and Economic Security Act (the “CARES” Act), ARPA, ERA< CEBG-CV, FEMA, and related federal funding resources. We serve as trusted advisors to ensure accountability and safety from the risk of non-compliance regarding specific tasks and deliverables.

Landmark Consulting employs our federal grant and contract compliance expertise by providing the following range of services:

- Program management and compliance oversight of federal funds
- Assess pre-award activities for compliance objectives and guidance
- Evaluate current policies and procedures, identify gaps, and recommend changes to meet
- Design monitoring programs and implement internal compliance controls, and tools that align with all Treasury Department regulations in connection with the CARES and American Rescue Plan Act (ARPA) programs
- Monitor and review recipient and subrecipient program activities, documents, and financial records for verification of the proper use of funds
- Records management with retention compliance terms and closeout policies and procedures
- Maintain a metric platform for monthly, quarterly, and annual compliance monitoring, performance, and financial reporting that fulfills grant obligations

landmark CONSULTING





CLIENT REFERENCE
Joseph A. Simenic
(212) 435-4051

LANDMARK ROLE
Landmark is the prime for an on-call contract for disaster recovery consulting services and another for project management services.

NEW YORK/ NEW JERSEY, USA

Port Authority of New York/ New Jersey

Project: Change Management Plan
Landmark developed the Change Management Plan to capture newly identified scope and cost on capital projects resulting from Hurricane Sandy and funded by FEMA. The Holland Tunnel project was used as a case study, to develop a detailed process map and modify existing templates to accurately capture changes that occur during design and construction. These revisions allow the departments that approve changes to easily identify them. The SMRO can then request additional funding associated with the changes, thereby increasing project cash flow.

Project: Strategic Integration Transition Plan for Disaster Recovery Program
The Strategic Integration and Transition Plan (SITP) describes the role of the Storm Mitigation and Resiliency Office (SMRO) in Capital Project delivery. The Port Authority was awarded funding from FEMA and FTA, to address disaster related damages resulting from Hurricane Sandy. As a result, they created a new office, the SMRO, to track federal dollars used on capital projects and ultimately to keep the Port Authority compliant with both FEMA and FTA funding regulations. Landmark created the SITP to incorporate daily operations for Sandy projects and explain the roles and responsibilities of each department; including the Responsible Accountable Consulted Informed (RACI) matrix assessment through every phase of the project. The SITP also identifies frequent audit findings which helps create the basis for successful SMRO operations at the Port Authority. Once adopted, this process will be used for all future disaster related projects.

Project: Process Improvements: Document Control, Dashboard and Database Upgrades
As the SMRO prepares for grant closeout on completed capital projects related to Hurricane Sandy, they are reviewing the document standards required by the federal government. Landmark is assisting the Port Authority with refining existing document management processes and developing improved systems for tracking and maintaining required documentation. We are reconfiguring existing data to develop management tools including reports and dashboards to track real-time progress.

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NEW ORLEANS, LOUISIANA, USA

New Orleans Ernest N. Morial Convention Center

CLIENT REFERENCE
Adam Straight
(504) 582-3162
astraight@mccno.com

PROJECT DATE
Novemeber 2021

PROJECT VALUE
$557M

LANDMARK ROLE
Project Management Services

Landmark Consulting has been providing services to the Morial Convention Center of New Orleans (MCCNO) since June 2020. Landmark has functioned as the Owner's representative, for the delivery of the defined Capital Improvement Program, as a prime contractor since

As the Owner's representative, we are responsible for coordinating all project matters, including but not limited to all design and construction activities conducted by: Architects and Engineering Design Teams, Additional third-party consultants (if any), and CMAR (Construction Management at Risk).
The services provided by Landmark have been instrumental in the progress of the project to date. Below is a summary of some services Landmark has provided:

- Proactive Contract Management
- Project Based Accounting
- Facilitated Improved Interdepartmental Communication, Reporting, & Data Integration
- Program Administration
- Constructability Reviews
- Analysis of VE recommendations from CMAR/AE
- Risk Analysis

STATEMENT OF QUALIFICATIONS
LIST OF CLIENTS

landmark CONSULTING

CLIENT LISTING	PROJECT MGMT.	U.S. TREASURY	CATEGORY A	CATEGORY B	CATEGORY E	CATEGORY F	CDBG	HGMP	PROGRAM MGMT.
Bayou Vermillion District	X			X	X		X		
Borough of Seabright, NJ			X	X	X				
Borough of Seaside Heights, NJ		X	X	X	X				
Chennault International Airport					X				
City of Atlanta, GA		X		X					
City of Columbia, SC	X	X	X	X	X		X	X	X
City of Sumpter, SC				X					
City of Opelousas, LA				X	X	X			
City of Jennings, LA			X	X	X	X			
City of New Orleans, LA	X								X
City of St. Martinsville, LA		X	X	X	X	X			
Dillard Universtiy	X							X	
Emory Healthcare		X		X					
Emory University		X		X					
Finance New Orleans									X
Firstline Schools	X				X				
Harris County, TX			X	X	X				
Houston Grand Opera Association					X				
Massachusetts Emergency Management Agency		X		X					
Morial Convention Center of New Orleans	X								X
Newark, NJ				X					
Oswego Rural Water Supply				X					
Port of New York & New Jersey	X				X				
Public Service Enterprise Group (NY)					X				
Regional Transit Authority	X				X				
Southern University of Baton Rouge	X								
St. John #5 Church	X				X				
Sumpter County, SC				X					
Willamsburg, SC			X						
Xavier University of New Orleans	X				X			X	
Youth Women Christian Association YWCA	X				X				

TYLin



CHARLOTTE, NORTH CAROLINA, USA

EAM Process Mapping & SME

The Charlotte Area Transit System (CATS) is undertaking an implementation of an Enterprise Asset Management system across all functions in the organization. This includes, bus, rail, on demand transit, facilities, customer service and capital planning/ finance. CATS reached out to TYLin to act as Subject Matter Expert and to lead the organization through process changes needed. This started by mapping the existing processes by interviewing team members across the organization to understand skill sets, processes and how technology is used by the various departments.

The project team then documented the current state of the landscape. In addition, TYLin created a detailed gap/opportunity rating to enable visibility to the areas of improvement.

The team compared the processes and technologies in use at CATS against best practices and recommended technologies across transit, to create the overall scoring methodology with input and feedback from CATS.

The assessment of the CATS systems and operational processes was performed on two intertwining paths: 1) a technical assessment of the systems' performance and functionality and 2) an operational Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the CATS current state.

Next steps are to participate with the vendor in the creation of the current state and assist CATS implementing the new processes.

MAJOR SCOPE ITEMS

- Analyze the existing conditions and adequacy.
- Provide expert guidance pertaining to the best in transit solutions.
- Provide a scoring of the relative health of CATS systems and infrastructure.
- Provide recommendations on areas of improvements.

CLIENT CONTRACT NUMBER
3010.0101906.002

CLIENT
Charlotte Area Transit System (CATS)

CLIENT REFERENCE
Rachel Gragg

CATS Technology Services Officer
Innovation and Technology | Charlotte Area Transit System
600 E. 4th Street | 9th Floor, Office 918 | Charlotte, NC 28202

CONTRACT START DATE
Nov 2024

DURATION
12 months

TYLIN ROLE
Prime

TYLin



Gardena, California, USA

Intelligent Transportation Systems Subject Matter Expert

CLIENT
GTrans

CLIENT REFERENCE
Mr. Ernie Crespo
Director of Transportation
City of Gardena
1700 W 162nd Street
Gardena, California 90247
310.965.8801
ecrespo@gardenabus.com

CONSTRUCTION VALUE
$4,200,000 (rail)

PROJECT DATES
Ongoing

TYLIN ROLE
Prime

GTrans has been providing safe, reliable and outstanding local bus service to Southern California's South Bay since 1940 when their first buses carried passengers traveling between Gardena and Downtown LA, making stops at popular destinations like Los Angeles City Hall and the Gardena Civic Center. GTrans now operates five bus routes in and around Gardena, connecting to major transportation centers and downtown Los Angeles.

TYLin is currently serving as the project manager and technical Subject Matter Expert (SME) for City of Gardena GTrans as they work on the procurement of a robust ITS system that includes a CAD/AVL system, real-time passenger information system, on-bus hardware for Transit Signal Priority, Scheduling system, Operations Management System, and Customer Communication system.

TYLin is providing technical leadership and expertise to the following areas:

- Business Process Analysis: We conducted a detailed Analysis of GTran's current operations and Business practices, and recommended functionality to support and improve those processes, as well as identifying crucial requirements.
- Development of Technical Specifications: We wrote a full technical specification to ensure that the business needs of GTrans were met, and to support the procurement process.
- Bid Analysis & procurement support: We are using their extensive expertise with CAD/AVL systems to evaluate the bids received and recommend a vendor.
- Implementation oversight including project management, contractor management, design support, and testing.
- Transit Management System integration: ensuring all existing and new systems are fully integrated and necessary data is transmitted successfully.

TYLin



DES MOINES, IOWA, USA

Technology Health Assessment

CLIENT CONTRACT NUMBER
1202.0011176.000

CLIENT
Des Moines Area Regional Transit (DART)

CLIENT REFERENCE
Kent Farver
CFO
620 Cherry Street, Des Moines, IA 50309

515-283-8119
kfarver@ridedart.com

CONTRACT START DATE
Nov 2021

DURATION
6 months

TYLIN ROLE
Prime

The Mobility Systems Division of TYLin conducted a Health Assessment of DART's systems and infrastructure, by interviewing team members across the organization to understand skill sets, processes and how technology is used by the various departments. The project team documented the challenges facing the business and the current state of the IT landscape.

Eliciting the requirements, the team compared the processes and technologies in use at DART against best practices and recommended technologies across transit, created an overall scoring methodology with input and feedback from DART to score the overall technology systems and processes and highlight those that require attention.

The assessment of the DART systems and operational processes was performed on two intertwining paths: 1) a technical assessment of the systems' performance and functionality and 2) an operational Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the DART current state.

MAJOR SCOPE ITEMS

- Analyze the existing conditions and adequacy.
- Current state process mapping.
- Provide expert guidance pertaining to the best in transit solutions.
- Provide a scoring of the relative health of DART's systems and infrastructure.
- Provide recommendations on areas of improvements.

CHALLENGES

- Understanding the uniqueness of each agency's specific operating environment.
- Understanding the needs that the agency's IT department faces in addressing the challenges of a dynamic environment.

TYLin
Mobility Systems

	Strategic Planning	System Specification	Procurement Support	Implementation	CAD	AVL	Voice / Data Radio	Paratransit Manifesting	On-board Annunc.	Auto Pngr Counters	Farebox Interface	Customer Info. Systems	Scheduling & Dispatch	Security / Incidents	Regional Integration	Control Center Design	
Amtrak, Washington DC	●	●	●	●	●		●						●		●	●	
Valley Metro, Phoenix, AZ	●	●	●		●	●	●	●		●	●	●	●	●	●		
Alameda-Contra Costa (AC) Transit, Oakland, CA	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	
Gardena (GRID), Gardena, CA	●	●	●	●	●								●		●		
San Diego (SDTC/NCTD), San Diego, CA	●	●	●	●	●	●	●			●	●	●	●	●	●	●	
San Mateo County Transit ("SamTrans"), San Carlos, CA	●	●	●	●	●	●	●	●	●	●	●	●		●			
Santa Clara Valley Transit Authority (VTA), San Jose, CA	●	●	●	●	●	●	●		●	●				●		●	
Los Angeles Metro, CA	●	●										●		●			
Monterey-Salinas Transit, Monterey, CA		●	●		●	●	●							●			
SFMTA, San Francisco, CA				●	●	●	●		●	●	●	●		●	●		
Mountain Transit, Colorado Springs, CO	●			●	●	●		●				●			●		
Greater Bridgeport TA (GBTA), Bridgeport, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
WMATA, Washington, DC		●	●	●	●		●							●			
State of Connecticut DOT	●	●		●	●	●	●	●	●	●	●	●		●			●
Walt Disney World, Orlando, FL	●				●	●	●		●			●		●			●
Cobb Community Transit, Marietta, GA		●			●	●	●	●	●	●		●		●			
Gwinette County Transit, Norcross, GA		●	●		●	●	●	●	●		●	●		●			
Metropolitan Atlanta Rapid Transit Authority (MARTA), Atlanta, GA		●		●	●												
Honolulu PTD ("The Bus"), Honolulu, HI	●	●	●	●	●	●	●	●	●	●		●		●			●
Transit Authority of Northern Kentucky (TANK), Covington, KY	●				●	●	●	●	●								
Des Moines Area Rapid Transit (DART), Des Moines, IO	●	●					●								●		
Chicago Transit Authority (CTA), Chicago, IL		●					●						●		●		
Madison County Transit, Granite City, IL	●	●	●	●	●	●	●	●	●	●					●		
PACE, Chicago Suburbs, IL	●	●	●		●	●	●		●	●	●	●			●		
Montgomery County Transit, Rockville, MD	●				●	●	●		●						●	●	
Metropolitan Council ("Metro Transit"), Minn-St. Paul, MN	●	●	●	●	●	●	●			●	●	●			●		●
Regional Trans. Commission of Clark County, Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
New Jersey Transit (NJT), Newark, NJ		●		●	●												
Long Island Railroad (LIRR), Queens, NY	●					●											
New York City Dept of Education, NY	●	●	●			●	●								●		
NYCT Fixed Route, New York, NY		●	●	●	●	●			●	●	●	●			●		
NYCT Paratransit, New York, NY		●	●	●	●	●		●									
Port Authority of New York New Jersey (PANYNJ), New York, NY		●	●	●			●										
Rochester - Genesee County Regional Transit, Rochester, NY	●	●	●	●	●	●	●	●	●	●	●	●			●		●
Suffolk County Transit, East Islip, NY	●	●	●	●	●	●	●	●	●	●	●	●			●		●
Westchester County ("Bee Line"), White Plains, NY	●	●	●	●	●	●	●		●	●	●	●			●	●	●
Central Ohio TA (COTA), Columbus, OH		●	●	●	●	●	●	●	●	●		●			●		
Metro RTA, Akron, OH	●	●			●	●	●	●						●		●	
Southwest Ohio RTA (SORTA), Cincinnati, OH		●	●		●	●	●	●	●	●	●	●			●	●	
Stark Area Transit, Canton, OH	●				●	●	●	●	●	●		●			●		
Tri-Met Transit, Portland, OR	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
SEPTA, Philadelphia, PA	●	●	●	●	●	●	●	●	●		●	●			●	●	●
Rhode Island Public Transit Authority (RIPTA), Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●			●	●	
Capital Metro Transit, Austin, TX	●	●	●	●													
City of El Paso Transit, TX	●	●	●		●	●		●	●	●		●			●		
Greater Richmond Transit Commission (GRTC), Richmond, VA	●	●	●		●	●			●	●		●			●		
Hampton Roads Transit, Norfolk, VA	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●
PRTC, Woodbridge, VA	●	●	●	●	●	●	●	●	●	●	●	●			●	●	
Intercity Transit, Olympia, WA	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●
King County Metro Transit, Seattle, WA	●	●	●				●					●					●
State of Wisconsin DOT	●					●	●						●		●	●	
Milwaukee County Transit, Milwaukee, WI	●	●	●	●										●			
Pierce Transit, Tacoma, WA	●	●	●	●	●	●	●		●	●			●		●		●
Sound Transit, Seattle, WA	●	●															
Calgary Transit, Calgary, Alberta, Canada	●	●	●		●	●	●		●	●			●		●		
Edmonton Transit, Alberta, Canada	●				●	●	●	●	●	●	●		●		●		
Toronto Transit Commission (TTC), Toronto, Canada		●	●	●	●		●										●
TransLink, Vancouver, Canada		●															●
Australia Capital Territory, Canberra, Australia		●	●	●	●	●	●		●	●	●	●	●		●	●	

Knowledge Architects.



CLIENT
Los Angeles County Metropolitan Transportation Authority (LACMTA)

Client Reference
Anthony Hernandez
[role]
[Address]

[mobile]
Email:
anthonyhernandez@KPMG.com

Value
$1.575M (Total Fees for Subcontractor Services)

Project dates
Currently Ongoing

Knowledge Architects, LLC Role
Subcontractor under KPMG

Atlanta, Georgia, USA

Driving EAM System Implementation and Workforce Optimization at LACMTA

LACMTA, one of Los Angele's leading public transport agencies, has partnered with KPMG, with Knowledge Architects as the subcontractor, to implement an Enterprise Asset Management System (EAMS) implementation and drive organizational change. This project aims to streamline business processes, improve operational efficiency, and enhance workforce capabilities by providing LACMTA with the necessary tools and training for a successful EAMS implementation.

As a key subcontractor, Knowledge Architects will support LACMTA by developing training materials, including user manuals and quick-reference guides, and assisting in the rollout of the new system. Working closely with KPMG, we will ensure LACMTA's staff is fully prepared to navigate and utilize the new system, ensuring a smooth transition to modernized operations.

Our Proven Expertise with MARTA:

Knowledge Architects is not just another subcontractor; we are an integral part of LACMTA's workforce transformation journey, working under KPMG to support the successful modernization of LACMTA's operations.

Our ongoing collaboration showcases our understanding of LACMTA's operational needs and our commitment to ensuring a smooth transition to more efficient processes. In partnership with KPMG, Knowledge Architects is providing key expertise in the following areas:

Leading Standard Operating Procedures (SOP) Development: We are leading the development of Standard Operating Procedures (SOPs) as part of LACMTA's EAMS implementation. We are working closely with LACMTA to design and implement effective SOPs for key operational areas, ensuring that processes are standardized, efficient, and aligned with the new system ensuring LACMTA's team is prepared to operate the new system with clear and well-documented procedures. We are driving the development of SOPs across the following key business areas:

- → Asset Management
- → Maintenance and Repair
- → Inventory Control
- → Procurement
- → Facilities Management
- → Operations and Scheduling
- → Quality Assurance and Compliance

These SOPs ensure that LACMTA's processes are standardized, efficient, and aligned with the new system, allowing for consistent performance across departments.

EAMS Training Solutions and Process Optimization: We are responsible for developing and delivering training materials and solutions to help LACMTA's workforce successfully transition to the new system. This includes creating user manuals, quick-reference guides, and training strategies tailored to LACMTA's specific needs.

Knowledge Architects.

Organizational Change Management (OCM): We are actively supporting LACMTA in managing the transition to the new system. Our OCM strategies ensure a smooth adoption of the new system, minimizing disruption, and providing LACMTA staff with the tools and strategies they need to adapt to changes in workflows and technologies.

Implementation Support and Training Rollout: Knowledge Architects provides ongoing support throughout the EAMS system deployment, ensuring that all training programs and resources are implemented effectively, and that LACMTA's staff can smoothly transition to the new system with minimal disruption.

Our Commitment to Your Success:

We are dedicated to helping you achieve your strategic goals by providing innovative solutions and unparalleled expertise. We understand the importance of a reliable and efficient transit system, and we are committed to helping you deliver exceptional service to the communities you serve.

Knowledge Architects.



CLIENT
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY (MARTA)

CLIENT REFERENCE
Peter Bruno
Senior Director,
Operations Planning & Controls
MARTA
2424 Piedmont Road, NE
Atlanta, GA 30324-3311

(404) 427-6142
Email: pbruno@itsmarta.com

VALUE
$250,000 (Initial Training Assessment)

$3.7M (3-D Software platform to train engineers for modernized rail / bus fleet)

PROJECT DATES
Currently Ongoing

KNOWLEDGE ARCHITECTS, LLC ROLE
Prime

Atlanta, Georgia, USA

Driving Operational Excellence and Workforce Transformation at MARTA

The Metropolitan Atlanta Rapid Transit Authority (MARTA) stands as vital for metro Atlanta, delivering essential bus and rail services since 1972. As MARTA embarks on a transformative journey in 2025 with the introduction of its state-of-the-art CQ400 rail cars and the modernization of its fleet, Knowledge Architects, LLC (KA) is uniquely positioned to ensure a seamless transition and optimize operational performance.

Knowledge Architects, (KA), founded in 2010, is a professional services firm specializing in workforce development, **3D animation and augmented reality (AR) training platforms,** organizational change management (OCM) and operational excellence strategies (including SOP development and design) for clients in the industrial and manufacturing industries.

Our Proven Expertise with MARTA:

Knowledge Architects is not just another vendor; we are MARTA's strategic partner. We are currently embedded within MARTA as the Professional Services Organization and technical Subject Matter Expert (SME), actively driving business transformation. Our ongoing engagement demonstrates our deep understanding of MARTA's operational landscape and our commitment to its success. To prepare MARTA for its innovative replacement of its aging bus and rail fleet, Knowledge Architects is providing technical leadership and expertise in the following areas:

Technical Training Program and Business Processes Optimization: We've conducted a comprehensive analysis of MARTA's technical training program and business processes, identifying key areas for improvement. Our recommendations, including technology enhancements, change management strategies, and performance analysis structures, are designed to maximize instructor and operator effectiveness.

Strategic Organizational Change Management (OCM): We are actively highlighting OCM strategies to facilitate a smooth transition to new technologies and processes.

Implementation Oversight: We provide comprehensive implementation oversight, including project management, contractor management, design support, and rigorous testing.

Advanced Training Solutions: We are currently developing cutting-edge 3D animation and augmented reality (AR) training tools to upskill MARTA's maintenance engineering workforce, ensuring they are prepared for the future.

Why Choose Knowledge Architects?

Transit Industry Expertise: Our founder, Sheila Jordan, brings over 20 years of direct transit operations experience, providing us with unparalleled insight into the industry's unique challenges and opportunities.

PROJECT PAGES | CONTINUED

Knowledge Architects.

Proven Results: Our ongoing partnership with MARTA and other transit agencies across the US (LA Rail, Chicago CTA, and others) demonstrates our ability to deliver tangible results and drive significant improvements in operational efficiency and workforce performance.

Award-Winning Excellence: Knowledge Architects is proud to be recognized by **Inc.'s 2022 Best in Business list** in the Small and Mighty category, an award that highlights companies that made an extraordinary impact in their fields and to society. In addition, our Founder, Sheila Jordan, was awarded the **2025 Women Business Enterprise (WBE) Star Award** that represents the highest (gold) standard for excellence among women-owned businesses in the nation by the Greater Women's Business Council. These remarkable WBE leaders are role models in their local business communities and their respective fields, inspiring women entrepreneurs nationwide. These honors serve as a testament to our commitment to excellence and our impact on our clients and community.

We are Knowledge Builders: We don't just provide solutions; we build knowledge within your organization. Our expertise in change management and industrial workforce performance empowers your team to thrive in a rapidly evolving environment.

Seamless Integration: We understand the critical link between workforce development, digital tools, and operational efficiency. We create digital tools that elevate your workforce.

Strategic Partnership: We are committed to being your long-term partner, driving continuous improvement and supporting your organization's growth.

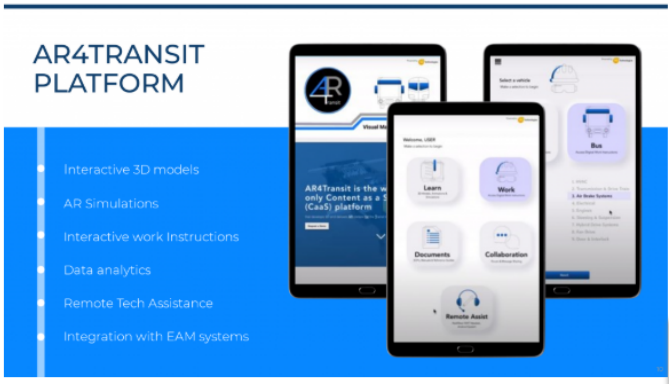
Our Commitment to Your Success:

We are dedicated to helping you achieve your strategic goals by providing innovative solutions and unparalleled expertise. We understand the importance of a reliable and efficient transit system, and we are committed to helping you deliver exceptional service to the communities you serve.

Next Generation B2B Digital Training Platform

In the fall of 2021, we introduced xr4T our digital work and learn platform. The cloud version of our 3D and AR tools combined with Azure AI capabilities that integrates data analytics for a richer maintenance and operation experience on the shop floor.





EISNERAMPER



NEW YORK, NEW YORK, USA

American Museum of Natural History

EisnerAmper provided co-sourced internal audit and operational assesment services in this world-renowned scientific, educational, and cultural institution located in New York City. EisnerAmper performed a current state departmental assesment identifying operational gaps and inefficiencies and developed an inventory of improvement opportunities resulting in significant cost savings, process efficiencies, and better resource alignment across the organization.

PROJECT ADDRESS
200 Central Park W,
New York, NY
10024

EISNERAMPER



PROJECT ADDRESS
14100 Airline Hwy,
Baton Rouge, LA
70817

BATON ROUGE, LOUISIANA, USA

St. George Fire Protection District

EisnerAmper conducted a comprehensive assessment and gap analysis to ientify undocumented financial policies. Collaborating closely with St. George Fire Department stakeholders, EisnerAmper's team engaged in surveys, interviews, and regular check-ins to meticulously document the policies required to ensure compliance with the Louisiana Legislative Auditor's statutory mandates. This diligent approach underscores EisnerAmper's commitment to providing tailored solutions that enhance operational efficiency and regulatory adherence.

EISNERAMPER

PROJECT ADDRESS
3414 Peachtree Rd NE, Ste. 1400,
Atlanta, GA
30326



ATLANTA, GEORGIA, USA

Kajima Building & Design Group (KBDG)

EisnerAmper conducted an exhaustive assessment and thoroughly documented the accounting processes for Kajima Building & Design Group. Through interviews with key stakeholders, EisnerAmper's team of experts gained deep insights into the organization's financial processes and controls. This thorough analysis enabled them to develop a comprehensive accounting manual from the group up. The collaboration with KBDG resulted in the establishment of a robust framework that ensures compliance, transparency, and optimal financial management.

EISNERAMPER

PROJECT ADDRESS
747 3rd Avenue, 37th Floor,
New York, NY
10017



NEW YORK, NEW YORK, USA

Sovereign Partners

EisnerAmper collaborated with Sovereign Partners to perform an in-depth analysis of their internal processes and identify improvements based on best practices. EisnerAmper's team of experts meticulously reviewed existing policies, placing particular emphasis on pinpointing any weaknesses in current policies and internal controls. By leveraging extensive industry knowledge, they provied actionable recommendations to strenghten these areas, ensuring a more robust and efficient framework for Sovereign Partners.



TAMPA, FLORIDA, USA

Hillsborough Area Transit Authority (HART)

ZTC, in partnership with Transit Management Consultants, has successfully secured a Task Order Request for Proposals (RFP) with the Hillsborough Area Transit Authority (HART) in Tampa, Florida. ZTC's expertise with the Americans with Disabilities Act (ADA). By leveraging established industry best practices, ZTC optimized Paratransit booking processes, conducted meticulous schedule preparation, and achieved exemplary on-time performance. Furthermore, ZTC is committed to developing customized standard operating procedures for HART to enhance operational efficiency. Our Task Order contract also includes proactive engagement with transit boards, consumer avocacy groups, regulatory bodies, and the broader community, ensuring that diverse perspectices are considered and incorporated into our strategies. Within a few months, HART opted to exercise the option year of the contract, reflecting confience in our services.

FIRM CONTACT
Sean Mc Carthy, CEO
(813) 384-6314
mccarthys@gohart.org

PROJECT DATE
Oct 2024 to Present



FIRM CONTACT
Amy Hockman,
Chief of Transit Operations
(614)275-5821
hockmanan@cota.com

PROJECT DATE
May 2024 to Oct 2024

TAMPA, FLORIDA, USA

Central Ohio Transit Authority (COTA)

The Central Ohio Transit Authority (COTA) collaborated with ZTC to develop a comprehensive business plan for the COTA/Plus service. This plan aimed to establish a sustainable on-demand business strategy by thoroughly examining and addressing various components, including operational processes, financial considerations, technological infrastructure, and strategic planning. Key tasks included a detailed inventory and evaluation of the technologies utilized by COTA and TransDev, with particular emphasis on Trapeze (Paratransit) and Via (Microtransit). Additionally, the initiative provided actionable recommendations for COTA's consideration across multiple domains, such as fiscal and operational sustainability, internal organizational structure, operational pllaning, and community engagement.



DAYTONA BEACH, FLORIDA, USA

Volusia County (Votran)

Volusia County's public transportation agency, Votran, located in Daytona Beach, Florida, has engaged ZTC services to deliver technical and operational consulting and training services for Votran personnel. Initially, the scope of work was limited to providing scheduling training for a newly appointed Paratransit scheduler. However, this scope was promptly expanded to encompass comprehensive operational and technical training for Paratransit services. This includes thoroughly reviewing standard operating procedures, ensuring compliance with the Americans with Disabilities Act (ADA), and implementing best practices in Paratransit operations.

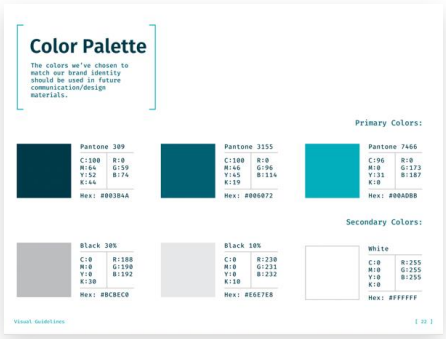
FIRM CONTACT
Bobbie G. King,
Transit Services Director
(386) 254-1514
bgkind@volusia.org

PROJECT DATE
Dec 2024 to Present

Deep Fried

SERVICES
Name Development, Logo, Brand Identity & Brand, Book Brand Strategy & Messaging







Ponchartrain Conservancy

The Brief: Rename and rebrand a beloved non-profit organization, known for 30 years as Lake Pontchartrain Basin Foundation. Address two key issues: its evolved mission, and bifurcated persecption between the original brand and its core campaign: Save Our Lake. Re-envision a brand that properly balances its three modern core pillars: water quality, coastal restoration, and education. Develop a comprehensive brand book and manifesto detailing reimagined tagline, values, and brand personality, alongside all editorial and visual guidelines.

Deep Fried

SERVICES

Logo & Brand Identity, Publications, Collateral, Websites & Interactive Design, Digital & Social Advertising & Content Production









VISIT DIVIDEDBYDESIGN.ORG



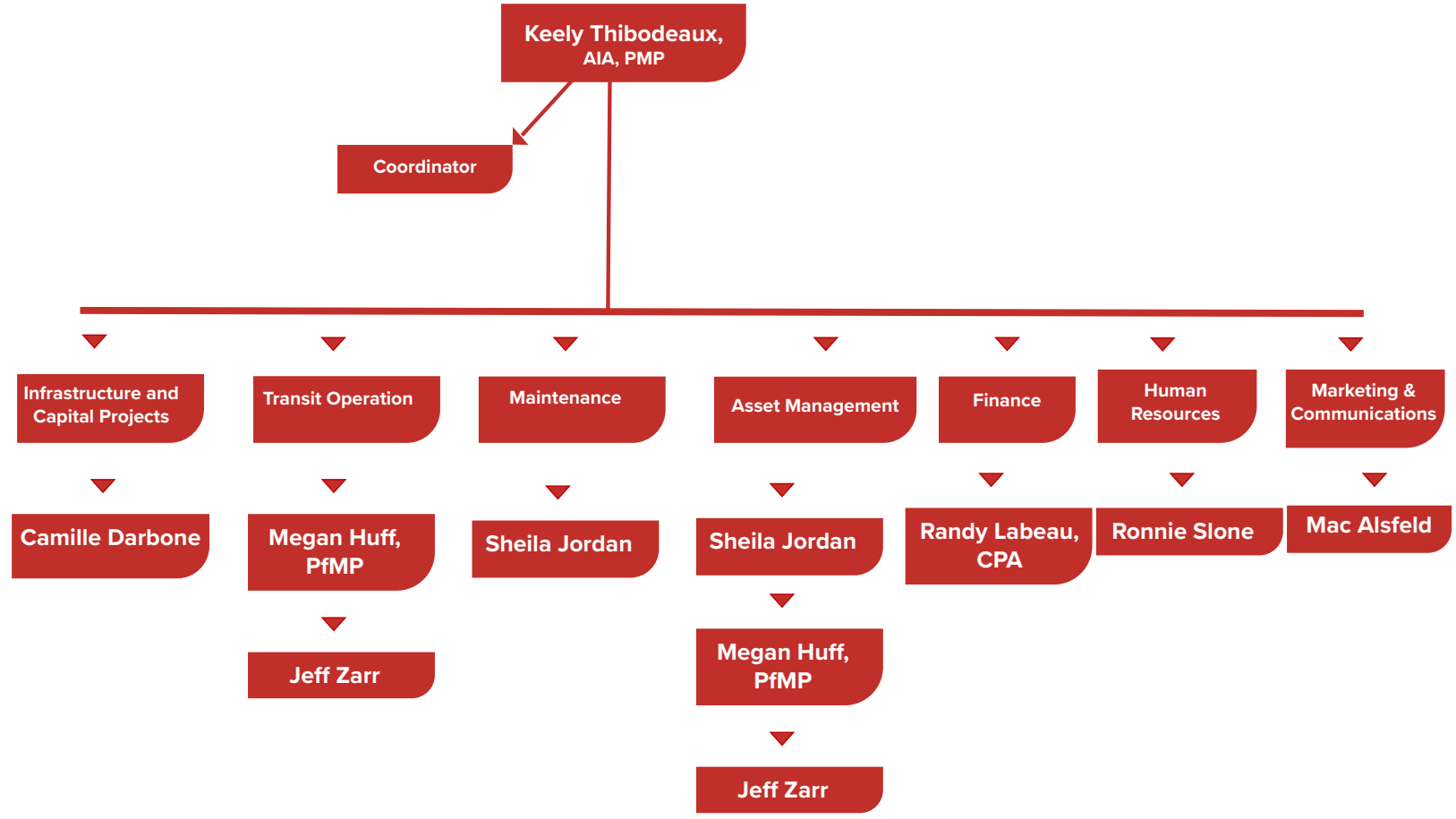
E PLURIBUS UNUM FUND

The Brief: Collaborating with former New Orleans Mayor Mitch Landrieu, Berni Consulting, and the Emerson Collective on behalf of Unum, create a brand identity, unified aesthetics, and assets for an incubated endeavor to break down the barriers of race and class with bold yet practical solutions that challenge generational prejudice attitudes and injustice. Produce visually stunning, informative web experiences, enhanced by compelling copywriting, inforgraphics, and social media to host compelling stories of the organization dedicated to dismantling the Jim Crow legacy in the American South.

03
TECHNICAL APPROACH



ORGANIZATION CHART
TECHNICAL LEADERS





PROJECT UNDERSTANDING & APPROACH

Phase 1: Review of Departmental Roles and Responsibilities

Objective:

This phase aims to establish a comprehensive understanding of the structure, functions, and interdependencies within each department at RTA. By clearly defining roles and responsibilities, the agency can ensure that Standard Operating Procedures (SOPs) are tailored to align with departmental objectives and the organization's strategic vision. A thorough review of departmental functions will help identify areas where responsibilities may overlap, be misaligned, or require restructuring for greater operational efficiency. Additionally, this phase will highlight critical points of interdepartmental collaboration to enhance overall workflow integration. The outcome of this phase will serve as the foundation for SOP assessment and development, ensuring that future procedural improvements align with organizational needs and regulatory requirements.

Key Activities:

- **Organizational Analysis**: Conduct a detailed review of department-specific roles across **Transit Operations, Safety and Emergency Management, Maintenance, Asset Management, Infrastructure and Capital Projects, Finance, Human Resources, and Marketing & Communications.**
- **Stakeholder Engagement:** Interview leadership and staff to understand interdepartmental workflows, collaboration points, and potential role overlaps.
- **Documentation Review:** Assess **organizational charts, workforce plans, and job descriptions** to determine alignment with agency objectives.
- **Gap Analysis**: Identify discrepancies in role assignments and recommend refinements to eliminate redundancies and misalignments.

Deliverables:

- **Final Report** detailing defined roles and responsibilities across the agency.
- **Role Matrix** mapping job functions, decision-making authority, and performance expectations.
- **Identification of cross-departmental responsibilities requiring structured collaboration.**
- **RACI Model (Responsible, Accountable, Consulted, Informed)** to define clear ownership of tasks within each department and SOP process.

PROJECT UNDERSTANDING & APPROACH

Phase 2: Comprehensive SOP Assessment

Objective:

The purpose of this phase is to conduct a detailed evaluation of RTA's existing SOPs, ensuring that they effectively guide daily operations, comply with local and federal regulations, and align with best practices in the transit industry. This assessment will determine whether current SOPs are up to date, comprehensive, and effectively implemented by employees. By engaging with stakeholders, reviewing policy documents, and comparing actual business processes with documented procedures, this phase will uncover inconsistencies, inefficiencies, and gaps in SOPs. Additionally, this phase will analyze how technology is used to support SOP execution and determine whether improvements can be made through better utilization of IT systems. The findings from this assessment will directly inform recommendations for improving SOPs, enhancing operational efficiency, and ensuring compliance with all relevant standards.

Key Activities:

1. Stakeholder Interviews: Gather insights from department heads and staff on existing SOP adherence and challenges

2. Policy & SOP Review: Assess whether SOPs are **current, documented, and aligned with agency policies and regulatory requirements (e.g., FTA, OSHA, CAPs oversight by Louisiana DOTD).**

3. Business Process vs. SOP Comparison: Ensure **real-world operational practices** align with documented procedures.

4. Technology Utilization Review: Evaluate software and IT tools (**e.g., CAD/AVL systems, incident reporting software**) for effectiveness in SOP implementation.

5. SOP Ownership & Compliance Analysis: Determine **whether responsibilities are correctly assigned,** and assess **training gaps** related to SOP execution.

Deliverables:

- **SOP Gap Analysis Report** with findings on compliance, inefficiencies, and missing procedures.
- **Assessment of SOP alignment** with agency policies, operational practices, and industry best practices.
- Recommendations for **technology optimization** in SOP execution.

PROJECT UNDERSTANDING & APPROACH

Phase 3: Development of SOP Improvement Recommendations

Objective:

This phase is focused on translating the findings from the assessment phase into actionable recommendations that will enhance the quality, consistency, and effectiveness of RTA's SOPs. The recommendations will be tailored to address gaps in procedural documentation, streamline workflows, and improve staff adherence to policies. Each recommendation will be carefully evaluated in terms of its potential impact on cost savings, operational efficiency, and regulatory compliance. Additionally, this phase will provide a structured roadmap for SOP implementation, outlining the resources required and potential risks associated with making these improvements. Training and compliance strategies will also be integrated to ensure that employees are well-equipped to follow updated procedures. By delivering a detailed plan for SOP enhancements, this phase ensures that RTA can transition smoothly into the implementation stage while maintaining operational continuity.

Key Activities:

- **Department-Specific SOP Enhancements:** Develop targeted recommendations for improving SOPs in Operations, Safety, Maintenance, Asset Management, Infrastructure and Capital Projects, Finance, Human Resources, and Marketing & Communications.
- **Cost-Benefit & Risk Analysis:** Evaluate potential costs, implementation challenges, and anticipated benefits of each recommendation.
- **Training & Compliance Measures:** Design **training modules** for SOP implementation, including new-hire onboarding, refresher training, and compliance tracking.
- **Framework for SOP Maintenance & Updates:** Develop mechanisms for **continuous SOP review and improvement** to prevent outdated practices.

Deliverables:

- **Detailed SOP Improvement Plan** with implementation timelines and risk assessments.
- **Operational Training Plan** including new-hire, refresher, and compliance training recommendations.
- **Compliance Roadmap** for ensuring regulatory adherence and industry best practices alignment.

PROJECT UNDERSTANDING & APPROACH

Phase 4: Implementation & Continuous SOP Optimization

Objective:

The final phase of this project is dedicated to ensuring that all newly developed and updated SOPs are effectively implemented across RTA's departments. This phase focuses on providing the necessary training, tools, and resources to ensure smooth adoption of the updated procedures. Additionally, it establishes mechanisms for continuous monitoring and improvement, ensuring that SOPs remain relevant and effective over time. The implementation plan will include training programs, reference materials, and ongoing feedback loops to support employees in adhering to new policies. Regular audits and compliance reviews will be introduced to measure SOP effectiveness and make necessary adjustments as operational needs evolve. This phase ensures that the improvements made are sustainable and lead to long-term benefits for RTA's operations, workforce efficiency, and service delivery.

Key Activities:

- **SOP Finalization & Rollout: Assist in drafting, testing, and deploying revised SOPs across departments.**
- **Development of Quick Reference Guides: Create desk manuals and operational handbooks for immediate access by frontline staff.**
- **Training & Change Management: Conduct workshops, coaching sessions, and knowledge transfer programs to support SOP adoption.**
- **Feedback Mechanisms & Performance Monitoring: Implement SOP tracking tools, compliance audits, and periodic reviews to ensure sustained improvements.**

Deliverables:

- **Finalized SOPs & Standardized Policy Documentation.**
- **Comprehensive Training & Implementation Support.**
- **Monitoring & Compliance Dashboard for ongoing SOP performance tracking.**
- **Continuous Improvement Framework** for long-term SOP sustainability.

Conclusion:

By following this **comprehensive four-phase approach**, RTA will establish a **robust, standardized, and fully compliant** SOP framework that enhances operational efficiency, ensures workforce preparedness, and aligns with all **federal, state, and industry standards.**

04
REFERENCES



REFERENCES

LANDMARK REFERENCES

Project: City of Atlanta
Jerrry De Loach, Chief Risk Officer Department of Finance
(404) 330-6684
jeldeloach@atlantaga.gov

Project: MCCNO
Adam Straight, VP of Operations
astraight@mccno.com
(504) 582-3162

Project: Port Authority of New York/New Jersey
Joseph A. Simenic, PMP, Assoc. DBIA
Former Program Director
Joe.Simenic@aecom.com
(212) 435-405

TYLIN MOBILITY SERVICES REFERENCES

Project: Intelligent Transoportation Systems Subject Matter Expert
Ernie Crespo
ecrespo@gardenabus.com
(310) 965-8801

Project: Technology Health Assessment
Kent Farver, CFO
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(515) 283-8119

KNOWLEDGE ARCHITECTS REFERENCES

Project: MARTA
Peter Bruno
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(404) 427-6142

Project: NYCT Rail Operations
Monica DaCosta
monica.dacosta@nyct.com
(404) 427-6142

Project: NASA
Karen Swain
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(253) 377-1134

REFERENCES

EISNERAMPER REFERENCES

Project: KBDG
Bona Allen
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(404) 812-8600

Project: Sovereign Partners
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(212) 319-5800 ext 104

Project: St. George Fire Department
Chief Gerard Tarleton
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ZARR TRANSIT CONSULTING

Project: Central Ohio Transit Authority
Amy Hockman, Chief of Transit Operations
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(614)275-5821

Project: Hillsborough Area Transit Authority Chart
Sean Mc Carthy, CEO
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(813) 384-6314

Project: Volusia County (VOTRAN)
Bobbie G. King, Transit Services Director
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REFERENCES

THE SLONE GROUP REFERENCES

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Charles Tillotson, Executive Port Director
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Chantell Harmon-Reed, Director of Public Health
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(253) 377-1134

Paul Mattews, CEO
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DEEP FRIED REFERENCES

Project: Jefferson Parish
Gretchen Hirt Gendron, APR, Public Information Officer
ghirt@jeffparish.net
(504) 736-6412

Project: New Orleans Chamber
Kelsey Scram, Director of Marketing & Comms
kscram@jedco.org
(504) 875-3927

Project: Cyrpress Commynities
Louie Rodriguez, President
louis@cypressmultifamily.com
(504) 214-6411

05

SCHEDULE & ACCESSIBILITY



SCHEDULE

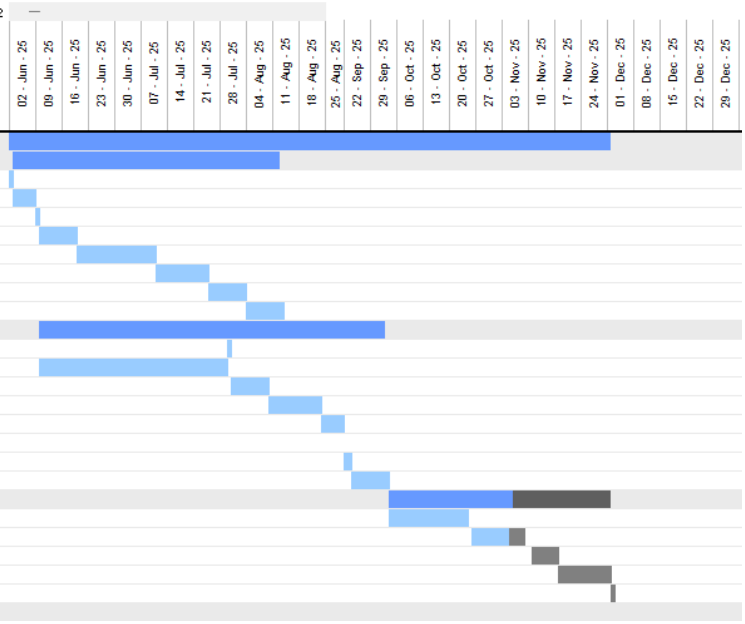
New Orleans Regional Transit Authority

Today's Date: 3/24/2025 Monday
(vertical red line)

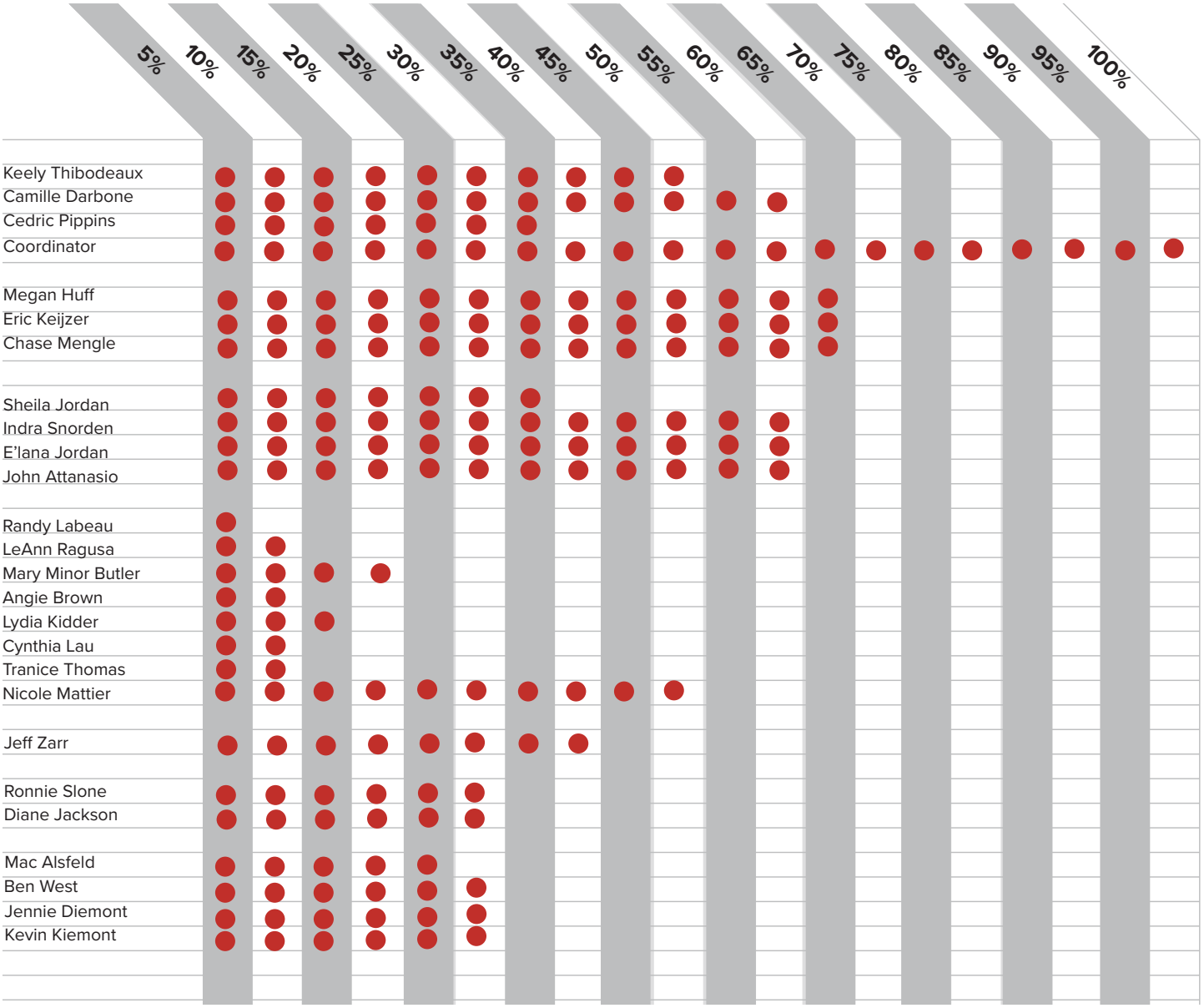
Project Lead: Keely Thibodeaux
Start Date: 6/2/2025 Monday

First Day of Week (Mon=2): 2

WBS	Tasks	Start	End	Duration (Days)	% Complete	Working Days	Days Complete	Days Remaining
1	**Standard Operating Procedure Development**	6/2/25	12/2/25	183	100%	132	183	0
2	**PHASE 1**	6/3/25	8/13/25	71	100%	52	71	0
2.1	NTP	6/2/25	6/2/25	1	100%	1	1	0
2.2	Kickoff Meeting Preparation	6/3/25	6/8/25	6	100%	4	6	0
2.3	Kickoff Meeting	6/9/25	6/9/25	1	100%	1	1	0
2.4	Conduct Departmental Surveys & Data Collection	**6/10/25**	6/19/25	10	100%	8	10	0
2.5	Conduct Departmental Meetings	6/20/25	7/10/25	21	100%	15	21	0
2.6	Draft Report	7/11/25	7/24/25	14	100%	10	14	0
2.7	Draft Report Review (Client)	7/25/25	8/3/25	10	100%	6	10	0
2.8	Final Report	8/4/25	8/13/25	10	100%	8	10	0
3	**PHASE 2**	6/10/25	10/2/25	115	100%	83	115	0
3.1	Internal Kickoff Meeting	7/30/25	7/30/25	1	100%	1	1	0
3.2	Data Collection	**6/10/25**	7/30/25	50	100%	37	50	0
3.3	Analysis & Assessment	7/31/25	8/9/25	10	100%	7	10	0
3.4	Work session #1 (Field Test, Site Visit)	8/10/25	8/23/25	14	100%	10	14	0
3.5	Analysis & Assessment	8/24/25	9/2/25	10	100%	7	10	0
3.6	Draft Report	9/3/25	9/16/25	14	100%	10	14	0
3.7	Draft Report Review (Client)	9/17/25	9/23/25	7	100%	5	7	0
3.8	Final Report	9/24/25	10/3/25	10	100%	8	10	0
4	**PHASE 3**	10/4/25	12/2/25	59	56%	42	33	26
4.1	Final Analysis between existing vs. future industry standards	10/4/25	10/25/25	21	100%	15	21	0
4.2	Draft Report	10/26/25	11/9/25	14	75%	10	10	4
4.3	Draft Report Review (Client)	11/11/25	11/17/25	7	0%	5	0	7
4.4	Final Adjustment	11/18/25	12/1/25	14	0%	10	0	14
4.5	Submit Final Report	12/2/25	12/2/25	1	0%	1	0	1
5	**PHASE 4 (TBD)**					0	0	0



RESOURCE ACCESSIBILITY



06

BUDGET APPROACH/ COST EFFECTIVENESS



BUDGET APPROACH/COST EFFECTIVENSS

Our budget approach prioritizes delivering high-quality and effective services within the anticipated budget for this engagement. Recognizing the budget is currently unspecified, we propose a flexible and scalable methodology that emphasizes strategic resource allocation and cost efficiency without compromising the quality and comprehensiveness of SOP development.

Key Elements of Our Cost-Effective Approach:

- **Scalable Implementation:**
    - Define tasks and deliverables within distinct phases, allowing flexibility and scalability based on the finalized budget.
    - Prioritize critical milestones to ensure essential deliverables are efficiently achieved.
- **Efficient Resource Allocation:**
    - Deploy experienced personnel aligned specifically with task requirements to optimize productivity and control labor costs.
    - Avoid unnecessary resource allocation, ensuring efficiency and cost-effectiveness.
- **Effective Time Management:**
    - Implement robust project management practices to avoid wasting time, maintain strict adherence to schedules, minimize downtime, and rapidly respond to project needs.
    - Continuously monitor project progress to quickly identify and address any inefficiencies or delays.
- **Transparent Cost Structure:**
    - Provide a detailed and clear breakdown of all anticipated costs including labor, materials, equipment, and subcontractor expenses for enhanced transparency and accountability.
- **Risk Management:**
    - Identify and mitigate potential risks early to minimize cost overruns and avoid project disruptions.

This structured and adaptive approach enables us to deliver comprehensive and effective SOP solutions tailored to RTA's objectives while remaining economically prudent and justifiable.

07
RESUMES



landmark CONSULTING



FIRM
Landmark Consulting, LLC

EDUCATION
B. Architecture, 1996
M. Architecture, 2004
Tulane University
Leadership Training
Harvard University, 2019

CERTIFICATIONS
Registered Architect Louisiana 2004, #6087 Georgia, #15998 Texas, #22770 South Carolina #9515

PROJECT MANAGEMENT PROFESSIONAL
PMI #1278766

ACHIEVEMENTS
Biz New Orleans Magazine - New Orleans 500, 2022
City Business “Women of the Year 2015”
New Orleans Magazine “Steel Magnolia” 2016

SERVICE
ResCon Executive Advisory Committee Member
Vieux Carre Commission
LA Urban League Board
St. Augustine H.S. Board, Secretary

KEELY C. THIBODEAUX, AIA, PMP

SENIOR PRINCIPAL

Keely Thibodeaux, Principal of Landmark Consulting, LLC, is a licensed architect and certified Project Management Professional with over 30 years of experience serving as a trusted advisor to diverse clients. Keely has successfully developed industry best practices, offering expert guidance to executives on regulatory compliance, strategic planning, program management, and technical support for state agencies, municipalities, and nonprofit organizations. Notably, she developed the Landmark Compliance Assurance Program (CAP), a systematic approach that employs rigorous project management techniques to ensure adherence to project scope, schedule, and budget. Keely has also served as Deputy Recovery Program Manager for the City of New Orleans and as FEMA Public Assistance Coordinator for Jefferson Parish, LA.

EXPERIENCE

Dillard University Hazard Mitigation Grant, New Orleans, LA – Program Manager

At Dillard University, Keely executed a meticulous assessment process and subsequently developed a structured execution strategy for the $41 million Residence Hall project, funded by the Department of Education. Her extensive experience in navigating the complexities associated with federally funded educational infrastructure projects provided significant value to the University's procurement and project execution teams. Her methodical planning, coupled with clear communication and stakeholder coordination, set a solid foundation for successful project implementation, ensuring compliance, fiscal responsibility, and strategic alignment with institutional goals. Noteworthy outcomes from her leadership included:

- Definition of clear project requirements and identification of constraints.
- Development of an integrated stakeholder communication plan.
- Support for procurement processes and contract negotiations.
- Implementation of budget controls and execution plans.
- Oversight of project consultants and Architect of Record teams.
- Regular reporting to executive boards and relevant committees.
- Leadership and guidance for project management teams managing design and construction activities.

City of Atlanta – Program Executive

Keely played a pivotal role in collaborating closely with the executive leadership and departmental heads to formulate a comprehensive and effective financial recovery strategy in response to the COVID-19 pandemic. Her strategic expertise and in-depth understanding of complex funding regulations significantly impacted the city's ability to maximize and optimize available resources. Her involvement spanned critical areas such as funding allocation, compliance oversight, program implementation, and the establishment of reporting and monitoring frameworks, ensuring transparency and accountability throughout the process. Specific accomplishments in this role include:

- Advising on optimal allocation and compliant use of federal funding sources.
- Leading development and implementation of comprehensive dashboard reporting systems.
- Preparing and presenting council reports for departmental activities.
- Establishing contracts, templates, and Standard Operating Procedures.
- Overseeing training, communication initiatives, and ongoing copliance advisory services.
- Leading monitoring and compliance efforts for a $1 billion portfolio.

Morial Convention Center New Orleans (MCCNO)

Keely conducted a thorough assessment and strategic restructuring of the policies and procedures governing MCCNO's significant $557 million capital improvement program. Her detailed-oriented approach ensured seamless integration and management of key stakeholders, consultants, and financing entities. Keely's proactive leadership not only facilitated efficient program execution but also bolstered institutional governance by implementing robust budgetary controls and reporting mechanisms. Her strategic oversight significantly enhanced the project's financial and operational integrity, leading to successful project outcomes. Key results of her involvement include:

- Development and adoption of a comprehensive program execution plan, including budget controls.
- Stakeholder and consultant management planning.
- Coordination with bond financing teams to secure necessary funding.
- Preparation and presentation of project status reports to boards and committees.
- Leading project management teams through design and construction phases.

Port Authority of New York/New Jersey – Project Executive

Continues to work closely with the executive leadership team to bring structure and cohesion to multiple complex programs. Development of solutions to improve operational efficiencies. Modified existing practices to breakdown silos, and developed communications plans and workflow structures to improve the success of program operations. Facilitated the Storm Mitigation and Resilience Office's ability to simultaneously meet compliance requirements, improve cash flow and decrease risk. Continues to recommend changes to a continually evolving program, based on current priorities and resources. Most recently developing work products including a PANYNJ Change Management plan, SITP and SMRO workflow.

City of Columbia, SC – Project Executive

Manages portfolio and programs. Spearheaded recovery response team of professionals with backgrounds in Municipal Administration, Governmental Relations, Engineering, Architecture, Public Assistance, Hazard Mitigation and Community Development Block Grants to perform the emergency management assessment of storm damaged facilities which resulted in an estimated project funding amount of $180 million. The project was the largest in South Carolina, with Project Worksheets for both Public Assistance and Hazard Mitigation Funding.

Borough of Seaside Heights, NJ – Program Manager

Managed Compliance Assurance Program (CAP) Team for the development and reimbursement of FEMA PWs, Robin Hood Grants, and Hazard Mitigation grants. Assisted establishing initial list of damages, a full assessment of recovery needs and set recovery priorities based on need and met deadline for tourist season which included a documentation system that codes all invoices to a PW to capture all eligible expenses to be included in a PW. Program value to da te, $27 million (15 Project Worksheets).

New Orleans Aviation Board, New Orleans, LA – Program Manager

Coordinated the Program Manager and Aviation Board Administration to close FAA funded projects with a client-tailored checklist designed by Landmark and based on FAA requirements. The CAP team facilitated document collection, mapped several federal funding sources, created a management plan and finalized the project FAA requirements.

New Orleans Regional Transit Authority, New Orleans, LA – Architect

Prime Architect designing the of the historic Napoleon Transit Station and warehouse which is used for storage and to perform maintenance on RTA vehicles. Developed the scope and design to maximize two sources of funding, FEMA and FTA. Created an estimating tool to track the FEMA and FTA scope(s) of work. Project value $2.6 million.

Xavier University, New Orleans, LA – Program Manager

Manages the CAP and Project Management Teams to ensure financial and regulatory compliance with all federal grant regulations. The project scope includes individual federal grant project review, support documentation assembly, final inspection preparation, obligated funding protection, eligibility advocacy, and insurance reconciliation assistance for all FEMA PWs. Developed the client scope and negotiated the first Closeout Incentive/DAC PW in the State of Louisiana. Pro- gram value to date, $85 million (784 Project Worksheets).

MWH Americas, City of New Orleans, LA - Deputy Program Manager

Managed daily operations and program delivery for Hurricane Katrina while ensuring that all projects were built to city established scope, schedule, and budget to conform to the specialized requirements of multiple funding sources. Facilitated the mayor's executive staff in developing program goals, phasing, and prioritization of projects known as Project Charters.

Fluor (FEMA Prime Contractor), Jefferson Parish, LA

Public Assistance Coordinator and Senior Architect. Managed the delivery of the Public Assistance Program while assisting applicants with developing projects that met the guidelines of the Stafford Act and Public Assistance program. Corresponded with state officials and monitored projects until funds were obligated.



CAMILLE DARBONE

SENIOR PROJECT MANAGER

FIRM
Landmark Consulting, LLC

EDUCATION
Tulane University, BS, Civil Engineering, 1982

Xavier University, BA, Physics, 1982

REGISTRATIONS/CERTIFICATION

Wind Storm Construction Requirements
Government Codes and Regulation
Land Surveying, Value Engineering
Ground Water
Remediation

Hazardous Waste Control Engineered Construction Members

Quality Control Project Management Institute Study Course

Camille is an experienced Civil Engineer and Senior Project Manager qualified in the coordination, negotiation, estimating, implementation, and tracking of major commercial, industrial, and government construction projects. She has direct experience as a general contractor for residential and light commercial construction. Her experience as a designer and builder allows her to provide leadership and know-how to the contractors that will be on site. Ms. Darbone's keen sense of aesthetic, quality design, and attention to detail has garnered praise from her clients. Camille's strong financial analysis skills allow her to execute a detailed analysis of data needed to investigate cost variances and identify and recommend business alternatives when problems are encountered. Ms. Darbone has worked on over 32 City of New Orleans Disaster Recovery Projects – new builds and restorations, some of which were historic properties. Her professional attitude and respect for all project members (client, consultants, contractors, and vendors) results in a well-coordinated and successful project that meets the clients' requirements. Ms. Darbone has gained a wealth of experience as Deputy Program Manager for a six billion-dollar, water reclamation project in Louisiana and understands environmental codes, requirements, and protocol. Camille analyzes market conditions, identifies possible risks and significant factors that may have an impact on bids. Findings are quantified and provided within reports to aid in boosting project productivity, optimizing budgets, and ensure that all inputs and outputs are completed. Coordinating consultants and contractors from around the country, respecting cultural differences, and understanding that each member of the team contributes to the success of the project has been her greatest asset.

EXPERIENCE

Bayou Vermilion District – Sr. Project Manager
Responsible for assessing and quantifying damages caused by September 2016 Flood event of all facilities on the Vermilionville Park/Museum as well as six off site Park facilities throughout Lafayette. Coordinate, collect, track all quotes, invoices, purchase orders and other required documents needed to assist applicant with drafting scope and budgets for FEMA PWs, FEMA reimbursements, and associated project close out. Guide applicant through the process to ensure them of getting the maximum eligible reimbursement. Responsible for working with A/E firms, as well as coordination and review of design, and construction documents to compare and bid out construction contracts. Overseeing the AE firms and contractors through the final construction of the facility, assuring that each facility comes in on time, on schedule and on budget.

Ward 3 Recreation Architects – Project Manager
Working with Ward 3 Recreation, a government/private entity as the Architects Project Manager. Coordinate efforts of designers and contractors of a new construction of a Community center and ancillary buildings. Coordinate between Owner, Parish and City of Lake Charles, LA. Responsible for working with designers, as well as, coordination and review of design, and construction documents to bid out construction contracts. Overseeing contractors through the final construction of the facility, assuring that the project comes in on time, on schedule and on budget. (2016 – 2018) and review of design, and construction documents to bid out construction contracts. Overseeing contractors through the final construction of the facility, assuring that the project comes in on time, on schedule and on budget. (2016 – 2018)

City of Ne w Orleans – Project Manager

On the City of New Orleans Recovery Program. Responsible for coordinating and managing efforts of several Architecture and Engineering Firms hired by the city to assess and design FEMA repairs as well as new construction of city facilities. Responsible for the coordination and review of assessment, design, and construction documents to bid out city construction contracts. Overseeing the AE firms and contractors through the final construction of the facility, assuring that each facility comes in on time, on schedule and on budget. Tasked with additional special projects and assignments by MWH and the City of New Orleans to support and oversee specific aspects of the Recovery Program. (2009 - 2010)

New Orl eans Regional Transit Authority – Project Manager

For the design of a major renovation, Ms. Darbone led the team to develop a Cost Estimating Format to sort the FEMA eligible damages as obligated in the project worksheet along with the FTA improvements. Additionally, she prepared the additional scope of work caused by Hurricane Katrina and not documented by FEMA. The CEF tool has been a great way to communicate the eligible scope and estimated cost to FEMA. (2013 - 2016)

PPG Indus tries, Lake Charles – Design Engineer

Responsible for new construction, additions, and maintenance of buildings, roads, secondary containment, drainage, and parking structures within the PPG Lake Charles facility. Installed secondary containment coatings for all potentially hazardous storage containers. Resurfaced roads and foundations which often were impregnated with corrosive products. (Dates: 1991-1994)

Corp of Engineers, New Orleans – Civil Engineer

As an entry level civil engineer, responsible for concrete flood wall projects throughout the city of New Orleans. Conducted daily inspections of in place forms and reinforcement, concrete slump test and placement. Responsible for overseeing all work performed by subcontractors as well as reviewing labor time sheets and keeping daily journals on the projects progress and or problems which occurred during construction. Tracked progress of dredging rigs and monitored spoil placement as the rigs dredged material from navigable channels and inlets from the Gulf of Mexico. Directly responsible for one Corp supervisor at project site. Also supervised operation and maintenance of the Corp of Engineers 1984 World's Fair Dredge Kennedy exhibit. Was delegated to independently interpret and apply guidance for the activities of 30 employees. Handled unusual and emergency situations such as news cast interviews, missing children, fire aboard the dredge, river traffic collisions with the exhibit, and the general wellbeing of the public and employees (1982-1985)

Xavier University Hazard Mitigation Plan – Sr. Project Manager

Met with the working committee regularly to collect and exchange data. She led the committee through all stages of the pla nning process including: identifying hazard profiles, risk assessments, mitigation goals, strategies, priorities. She researched the hazards relative to Xavier, the City of New Orleans, the State and Gulf Coast to complete the plan. She coordinated with the State and FEMA to review the draft and the final accepted plan. (2012)

Dillard University Hazard Mitigation Plan

Ms. Darbone developed a campus map to provide analysis for the working committee. She coordinated data collection and research with the campus stakeholders and prepared a draft mitigation plan. She organized discussions and held a community meeting to answer any concerns and add the input to the plan. Ultimately, she finalized the plan in collaboration with the State and FEMA and was approved without comment.

Morial Convention Center New Orleans (MCCNO)

Landmark Consultants worked as Program Mangers for MCCNO $500M interior and exterior renovations. Ms. Darbone served as Project Manager for the MCCNO design and renovation of the 1.5-mile-long facility. She assisted MCCNO Team negotiations for the preliminary contract with the CMAR contractor and subsequent GMP contracts for the individual projects. This program was divided into 4 separate projects. Ms. Darbone had to have a full understanding of each project design and contract terms to follow cost and billing as the design and construction of each of the segments of the project often overlapped. Ms. Darbone was responsible for constructability reviews of the two architectural firms associated with the 4 projects designs; soliciting and collecting comments from Owners; reviewing architects' responses and verifying the corrected changes were incorporated into the project design. She assisted in the review and analysis of Pay applications as well as offered MCCNO Team a clear understanding of project cost when 2 segments of the project were running parallel and sharing staff/resources. She assisted the MCCNO legal department with critical details and understanding of the project and architects' services to aid them in the negotiation process with the architects and contractors.

On the City of New Orleans Recovery Program. Responsible for coordinating and managing efforts of several Architecture and Engineering Firms hired by the city to assess and design FEMA repairs as well as new construction of city facilities. Responsible for the coordination and review of assessment, design, and construction documents to bid out city construction contracts. Overseeing the AE firms and contractors through the final construction of the facility, assuring that each facility comes in on time, on schedule and on budget. Tasked with additional special projects and assignments by MWH and the City of New Orleans to support and oversee specific aspects of the Recovery Program. (2009 - 2010) On the City of New Orleans Recovery Program. Responsible for coordinating and managing efforts of several Architecture and Engineering Firms hired by the city to assess and design FEMA repairs as well as new construction of city facilities. Responsible for the coordination and review of assessment, design, and construction documents to bid out city construction contracts. Overseeing the AE firms and contractors through the final construction of the facility, assuring that each facility comes in on time, on schedule and on budget. Tasked with additional special projects and assignments by MWH and the City of New Orleans to support and oversee specific aspects of the Recovery Program. (2009 - 2010)



CEDRIC PIPPINS

PROGRAM CONTROLS, ANALYTICS, & FINANCIAL REPORTING

Mr. Pippins has over 15 years of experience managing program. He brings a wealth of knowledge and experience from federal programs for state, city, county, and non-profit agencies to create strategies to manage project cost, funding and scheduling using Primavera P6 and Landmark's automated reporting systems. Working with executive staff, Mr. Pippins designs capital work plans, encumbrance/forecast modeling tool, and cash flow reports to assist project managers and leadership in monitoring the metrics of the project lifecycle as in quantities, time, cost, and other necessary resources. While managing multiple projects and funding sources. He utilizes data such as contracts, scopes of work, purchase orders, and expenditures for authorized work while forecasting future scope of work as they relate to budgets, contract commitments, schedules, and progress. Such control assisted the compliance team in their project worksheets, minimize cost overruns, and submit expenses for reimbursements in a timely manner. He coordinates and integrates with the Executive Staff in accounting systems and functions to provide timely and efficient access to cost and schedule data for all project stakeholders while reporting monthly cost, schedule and progress reports that includes schedule updates, cost variance analysis, project status and forecasting.

FIRM
Landmark Consulting, LLC

EDUCATION
Bachelor of Business Administration
Delta State University, 2000

CERTIFICATIONS
FEMA IS-00235.b FEMAIS-00276
FEMA IS-00910.a

SYSTEM QUALIFICATIONS
Primavera Enterprise
Portfolio Management (PPM)
Quick Base
Microsoft SharePoint
Microsoft Office Suite

EXPERIENCE

City of Atlanta, GA – Program Management, Analytics and Reporting

Cedric serves as Lead Relationship Representative and Program Manager overseeing all reporting and compliance efforts for $1.1B in federal funds received for various programs and projects. Works with closely with city leaders, departments and internal compliance team to select projects best fit for federal funds while collecting data to ensure proper use of federal funds. Merged City internal processes with Landmark's management activities to create a centralized data dashboard reporting system to support and provide transparency for activities related to compliance and administration of federal grant sources. The dashboard system streamlines communication and decision making which reduces the timeline for eligibility determinations. The financial strategy and approach assisted in immediate cash flow.

Douglas County, GA – Program Management, Analytics and Reporting

Cedric serves as Lead Relationship Representative and Program Manager overseeing all reporting and compliance efforts for $28M in federal funds received for various programs and projects. Works with closely with county leaders, departments and internal compliance team to select projects best fit for federal funds while collecting data to ensure proper use of federal funds. Merged County internal processes with Landmark's management activities to create a centralized data dashboard reporting system to support and provide transparency for activities related to compliance and administration of federal grant sources. The dashboard system streamlines communication and decision making which reduces the timeline for eligibility determinations.

New Orleans Ernest N. Morial Convention Center – Program Controls and Budget Analyst

Initiated and manage financial dashboard to manage $557M in bond funded projects. Anaylze and interpreting data to provide insights to support business decisions. Created and maintain automated reports within the dashboards, and other data visualization tools to communicate with stakeholders. Forecasting task order costs, schedules; preparing an annual budget and cash flow projections; scheduling expenditures; analyzing variances; initiating corrective actions. Reviews status of projects and budgets; manages schedules and prepares status reports. Prepares briefs to senior leadership as required.

Port Authority of New York New Jersey – Cost Controls and Budget Analyst

Assist in review of current change management process to separately track Sandy and Non-Sandy scope and budget from planning stage to grant closeout stage. The process recommendations include changes to pay applications, change logs and systems that will allow budgets to be tracked on a project-by-project basis and by funding sources which will accelerate reimbursement and ensure compliance. Assist in the development of the strategic integration and transition plan to enhance the Port's program management process and procedures to manage complex projects and federal funding. Reviewed current tracking and management of federal expenditures to recommend changes that will accelerate cash flow to continue funding of other projects in the portfolio. Reviewed current dashboard system to provide recommendations that will enhance reporting for executive level staff to highlight issues and variances from baseline plan.

Borough of Seaside Heights, NJ – Cost Controls and Budget Analyst

Developed a cost model based in project financial information requested from client's fiscal team to load schedule parameters in Primavera P6. Works closely with project and client staff to develop effective project assessment tools that facilitate transparency on large, federally funded projects. Develops and interprets budgets and project forecasting models while providing policy guidance and special project coordination for the closeout of federal grant projects. Worked closely with the Compliance Assurance Team to allocate the encumbered funds to a project worksheet for reimbursement. Maintains budget database system to track all Direct Administrative Costs by project. Program value to date, $27 Million (15 Project Worksheets).

City of New Orleans, LA – Cost Controls and Budget Analyst

Tracked project costs and funding to cost load individual schedules in Primavera P6. Worked closely with the Capital Projects Finance Team to allocate project funding in the accounting and DPW databases. Once the data was captured in P6, project specific reports were created such as Sources and Uses for the Project Management Team to better manage each project and to report Cash Flow and Potential Funding Shortfall for executive staff to stay abreast of funding and project status. Maintained a budget database to code project eligible expenses for reimbursement. Program value to date, $1.8 Billion (1,148 projects).

MWH GLOBAL *(NOW STANTETEC)* City of New Orleans, LA – Cost Controls and Budget Analyst

Assisted in the development of project control system for City of New Orleans recovery program to manage approximately 1,000 projects in various stages of funding and execution. By using Primavera as the main controls tools, standards were developed for subcontractor scheduling and reporting, as well as a standard work breakdown structure (WBS) and a project coding structure, which accommodated client needs. Using control process and procedures, executive and management level reports were standardized and used as tools for decision making and project/portfolio status. Individual project deliverables were tracked by cost and required resources to track the ability to meet the strategic goals of the client. Oversaw change order management and implement change requests in a timely manner. Set key performance indicators to improve project operational efficiency. Worked closely with the Capital Projects Finance Team to allocate project funding in the accounting and DPW databases. Once the data was captured in P6, project specific reports were created such as Sources and Uses for the Project Management Team to better manage each project and to determine project forecasts and accruals and monitor cash flow projections. Cash Flow and Potential Funding Shortfall for executive staff to stay abreast of funding and project status.

Columbia, SC – Cost Controls and Budget Analyst

Working with the CFO and Budget Director to develop a cost model based on project financial information to assist in developing the work plan and schedule parameters in Primavera P6. Working closely with the Compliance Assurance Team to allocate the estimated funding to a project worksheet for reimbursement. Maintains budget database system to track all Project Management, Direct Administrative Costs and other grant funding by project. Program value to date, $150 Million (15 Project Worksheets).



Megan C. Huff, PfMP

Vice President

Megan is the Vice President and Managing Principal of the Mobility Systems Division of TYLin, one of the leading rail, transit and public safety radio systems engineering consultancy firms in the United States. With more than 25 years of experience in the transportation industry, Megan has an extensive track record in end-to-end delivery of complex, high-priority projects on tight schedules within mission critical service organizations and a history of delivering value to the bottom line through process improvements and technology modernization. She has expertise in leading and directing technology-related strategic planning, project development and implementation across a variety of public transit agencies.

YEARS OF EXPERIENCE
25+ Years

YEARS WITH TYLIN
7 Years

Education

Bachelor of Arts, Fine/Studio Arts Arizona State University

CERTIFICATIONS
PfMP- Portfolio Management Professional

PROFICIENCIES (E.G. SOFTWARE)
Systems Engineering across CAD/AVL, ITS, Train Control, EAM, Scheduling, Dispatching, Real Time Messaging, etc.

AFFILIATIONS
PMI
APTA
WTS

PUBLICATIONS
March 31, 2022 - Featured in *CEOWORLD* Magazine, How to Break Down the Silos Hindering Companies' Digital Transformation Efforts

Nov 21, 2021 - Featured in *Forbes* Magazine, What The

SUMMARY OF Experience

TYLin, VP | Philadelphia, Pennsylvania, USA
Vice President and Managing Principal of TYLin Mobility Systems, one of the leading rail, transit and public safety radio systems engineering consultancy firms in the United States. Responsible to build on reputation and success to grow and expand services with an annual review growth plan of 10%. Tasked with taking the organization to a higher level of recognition within the transportation industry to grow brand awareness and put an organization in place to meet tomorrow's technology needs.

Responsible providing strategic vision, direction, leadership and decision making affecting the organization, including evaluation of potential alliances and acquisitions. Direct and oversee organization's financial and budgetary performance. Negotiate and/or approve contracts and agreements. Determine long term staffing and management requirements. Identify places to improve performance, policies, organization, and training and hiring programs. Participate in industry committees and conferences.

Amtrak, Senior Director Operations Technology | Philadelphia, Pennsylvania, USA
Responsible for leading and directing technology related strategic planning, project development and implementation for all business lines and support organizations in Operations. Partnered with business line, support and information technology leaders in the development and delivery of integrated technology solutions to optimize efficiency, improve performance, and support business decision making.

Managed investment and directed all technology activities for Amtrak's largest division consisting of 19,000 employees and all operational assets including rolling and fixed assets. Designed and implemented

measurements and controls for analyzing needs against the developed strategic plan.

Amtrak, Senior Director Transportation | Philadelphia, Pennsylvania, USA
Responsible for developing computer systems and coordinating overall technical support for the COO's business operations and objectives and ensuring that they are compatible with the long-term plans for Amtrak's business, enterprise architecture and technology infrastructure. Works to identify the optimal long-term technology solutions in support of the Operations unit while also balancing the need to deliver near-term business solutions and technical support for day-to-day operations.

Amtrak, IT Director of Requirements and Business Planning | Philadelphia, Pennsylvania, USA
Responsible for developing, enhancement and maintenance of computer systems and coordinating overall technical support for the COO's business operations and objectives and ensuring that they are compatible with the long-term plans for Amtrak's business, enterprise architecture and technology infrastructure. Worked to identify the optimal long-term technology solutions in support of the Operations unit while also balancing the need to deliver near-term business solutions and technical support for day-to-day operations.

Managed project delivery, directed project managers, and managed analytic processes such as systems engineering, business and functional requirements and architecture analysis. Provided consultative guidance to the business units to pro-actively identify technology solutions for their business priorities, as well as assessed IT performance in meeting ongoing development and production support.

Charlotte Area Transit System (CATS), Manager of Systems and Research | Charlotte, North Carolina, USA
Transformational Technology Leader for major revitalization program across the Charlotte region through the implementation of the first light rail line. Responsible for all operational technology systems for Bus, Rail, Special Transportation (ADA), Safety & Security and Facilities; included Automatic Vehicle Location, Automatic Passenger Counters, Scheduling and Dispatch, Maintenance and Material Management, Signal Priority, Incident Management, Passenger Information Display deployments, etc. Determined future needs and planned projects, was responsible for budgets both capital and operating. Responsible for managing the Systems & Research staff which included hiring, discipline, performance reviews, mentoring and promotion.

Charlotte Area Transit System (CATS), Business Application Support Specialist | Charlotte, North Carolina, USA

Focused on business process analysis and standards development with an understanding of complex technical solutions as related to current and future transit initiatives. Developed comprehensive transit business requirements from a technological perspective and insured compliance with National ITS standards; which included the development and management of assigned projects ensuring schedules, milestones and resource targets were met. Spearheaded data collection and compliance with ITS by implementing and maintaining Turbo Architecture for the organization.

DART, Technology Health Assessment | Des Moines, Iowa,
Project Lead | 2022
Megan led a Health Assessment of DART's systems and infrastructure, by interviewing team members to understand skill sets, processes and how technology is used by the various departments. The project team documented the challenges facing the business and the current state of the IT landscape. Eliciting the requirements, the team compared the processes and technologies in use at DART against best practices and recommended technologies across transit, created an overall scoring methodology with input and feedback from DART to score the overall technology systems and processes and highlight those that require attention.

GTrans, City of Gardena, ITS Roadmap | Gardena, California, USA
Principal-in-Charge | Ongoing
Megan is leading the TYLin Team to build out a roadmap for a robust ITS system that includes a CAD/AVL system, real-time passenger information system, and on-bus hardware for Transit Signal Priority. The project is comprised of a Business Process Analysis of GTrans' current operations and business practices, as well as recommended functionality to support and improve those processes and identifying crucial requirements.

Los Angeles County Metropolitan Transportation Authority, Comprehensive Assessment of Bus and Rail Operation Control Centers | Los Angeles, California, USA
Principal-in-Charge | Ongoing
TYLin provided assistance in combining METRO's existing Bus and Rail Operations Centers into a new Integrated Control Center (ICC). Megan led our team in the bus operations business and operational process re-engineering evaluation, change management and implementation, technology analysis, and space requirements definition.

Metropolitan Atlanta Rapid Transit Authority, Train Control System Upgrade Project (TCSU) | Atlanta, Georgia, USA
Principal-in-Charge | Ongoing
As Principal-in-Charge, Megan led a team of Subject Matter Experts for portions of this project related to the replacement of train control and

SCADA Office systems (including Yard and backup control center systems) and interfaces among the new subsystems and existing MARTA systems. The project also involved redesigning related business processes and organizing change management activities. In addition to the systems work, the team is supporting the control theater design for a parallel project that will establish a new Integrated Operations Center for MARTA's rail, bus, and transit police operations.

Washington Metropolitan Area Transit Authority, Advanced Transit Scheduling Application Project, Washington, DC, USA
Principal-in-Charge | Ongoing
Megan served as Principal-in-Charge of the TYLin Team assisting with the entire procurement phase of the WMATA Advanced Transit Scheduling Application. The application provides fixed-route scheduling, operator bidding, employee discipline, BI/analytics, and operator dispatching for WMATA's nearly 1000 car/1000 employee subway system. During the project, TYLin helped shape WMATA's RFP following its release to industry.

Southeastern Pennsylvania Transportation Authority (SEPTA), CAD/AVL System | Philadelphia, Pennsylvania, USA
Principal-in-Charge | Ongoing
This project involved the specification and implementation of replacing a legacy CAD/AVL System supporting approximately 1,750 vehicles operating out of nine depots throughout the Philadelphia metropolitan area. The CARD platform is comprised of an entirely new, expansive, mission-critical land-mobile voice radio infrastructure delivering mission-critical-grade voice radio communications interoperable with adjoining public safety and public transit agencies and a fully modernized and integrated fleet management system.

Project Management Examples

- INFOR/Spear Maintenance and Materials Management System
- WAM – Work Order and Asset Management
- Continental (formerly Siemens VDO) TransitMaster
- GIRO HASTUS Scheduling and Dispatching
- PIDS – Passenger Information Display System
- INIT Automatic Passenger Counters



Eric (A.J.M,) Keijzer, PMP, SSCP

Senior Project Manager

Eric manages multiple high-profile projects supporting clients of the Mobility Systems Division of TYLin. He has more than 20 years of experience and brings a wealth of specialized skills including CAD/AVL, IVR, ITS/Smart Bus, TSP GPS, Passenger Information Systems, Cyber Security, Database applications, Computer Systems Networking, and SharePoint. Eric has handled projects coast to coast and has worked on a variety of fleet monitoring, wireless communications, and Transit ITS projects, where he was involved in all project life cycle phases.

YEARS OF EXPERIENCE
20+ Years

YEARS WITH TYLIN
20+ Years

EDUCATION
Bachelor of Science in Information Technology, Fontys University, Eindhoven, The Netherlands

Bachelor of Science in Management Science, The Enschede Polytechnic, Enschede, The Netherlands

University Degree in Marketing (NIMA A and B), Enschede, The Netherlands

CERTIFICATIONS
Certified Project Management Professional (PMP)

Security Systems Certified Practitioner (SSCP), $(ISC)^2$

Wonderware System Platform 1 and 2

AFFILIATIONS
Project Management Institute (PMI)

International Information Systems Security Certification Consortium $(ISC)^2$

Project Experience

City of Gardena, GTrans Real-Time Information Deployment (GRID), Scheduling, OPS, Maintenance systems, Gardena, California

Project Manager and Lead Engineer for the planning phase, technical specifications, proposal evaluation, and implementation for robust ITS systems that includes a CAD/AVL system, real-time passenger information system, on-bus hardware for Transit Signal Priority, Scheduling system, Operations Management system, Customer Communications system, and Maintenance system.

Los Angeles Metro, feasibility study to determine space requirements for Metro's new Rail Operations Control Center (ROC) and Bus Operations Control Center (BOC), Los Angeles, California

Bus Operations Control Center Lead to determine Metro's current and future spatial needs for the ROC and BOC as separate entities and as an integrated ROC/BOC. The spatial reflects the daily operating needs of both divisions. The study identified the space needed for the ROC and BOC or a combined ROC/BOC so that spatial footprint will be available for Metro to find or build a space with sufficient capacity.

Southeastern Pennsylvania Transportation Authority (SEPTA), CAD/AVL and System, Philadelphia, Pennsylvania

Project Manager and ITS Technical Lead for the preparation of specifications, proposal evaluation, and implementation for a new Computer Aided-Radio Dispatch (CARD) platform. The CARD platform is comprised of an entirely new mission-critical land-mobile voice radio infrastructure delivering mission-critical-grade voice radio communications

interoperable with adjoining public safety and public transit agencies; and a fully modernized and integrated CAD/AVL system. Once fully deployed, CARD will be supporting SEPTA's 1,600 buses, and 13 commuter and 11 subway, trolley, elevated, and light rail lines, across 5 counties encompassing greater Philadelphia and into nearby New Jersey and Delaware.

Des Moines Area Regional Transit (DART) System Tech Health Assessment, Des Moines, Iowa

Lead System Engineering supporting a current state technology assessment for the Des Moines Area Regional Transit (DART) systems and infrastructure. Project duties include reviewing and analyzing existing conditions and adequacy, developing detailed questionnaires to understand current state of the practice, writing whitepapers on customer information management and emerging communication trends, providing expertise on transit solutions, scoring of technology health systems, and providing recommendations on the areas of improvements.

San Francisco Municipal Transportation Authority (SFMTA), Multimodal Transit Management System (MTMS) and Public Service Voice Radio Network (PSVRN), San Francisco, California

Project Manager and Subject Matter Expert for the implementation of the MTMS. The MTMS includes CAD/AVL, integrated incident management/reporting, ADA compliant traveler information, scheduling system interfaces, above and underground radio systems, a primary and secondary control center, seven radio sites, with equipment installed on all SFMTA vehicles, including the light rail and historical vehicles.

Suffolk County Transit, CAD/AVL System, Yaphank, New York

Project Manager for the implementation oversight of a new CAD/AVL system supporting Suffolk County's 288 vehicles fixed route and paratransit fleet. Participated in the collection and analysis of user requirements and planning, developed procurement specifications, evaluated vendor proposals, and provide implementation oversight for a CAD/AVL system for the Suffolk County Transit System.

Australian Capital Territory, NXTBUS System, Canberra, Australia

Lead Systems Engineer for a Real Time Passenger Information System that tracks the location of buses in real time and use this information to generate predictions of the bus arrivals at interchanges and stops along the route. Work included collecting user requirements, developing procurement specifications, and factory/field testing.



9 years

YEARS WITH TYLIN

<1 year

EDUCATION

M.E. Systems Engineering, Pennsylvania State University, 2018

B.S. Nuclear Engineering, Pennsylvania State University, 2015

CERTIFICATIONS

Lean Six Sigma Yellow Belt Certification (2021)

*Work completed at a previous firm

Chase T. Mengle

Transit Systems Engineering Consultant

Chase provides a deep understanding of technical project lifecycles from concept through prototyping, testing, verification, and manufacturing release. His experience includes interfaces to new and legacy systems, planning and needs assessment, preparation of procurement specifications, proposal evaluation, building consensus among key stakeholders including clients, management, and engineering. His expertise extends to systems engineering, systems design and testing, bid support, process improvements, cost analysis, scheduling, and project monitoring and control. He is adept at prioritizing, delegating, and motivating cross-functional teams in fast-paced, deadline-driven environments. He is proficient in MS Office Products, IBM Rational DOORS, SharePoint, Matlab.

Project Experience

T.Y. Lin International, Various Projects | Pennsylvania, PA, USA

Transit Systems Engineering Consultant | 2024-Present

Mr. Mengle is responsible to analyze current systems and operations methodologies to assess and recommend effective operational approaches, including complete business process review of operations. He prepares requirements analyses developed from an understanding of the client's needs and industry best practices. He recommends technology solutions for current and future operational needs and assist in evaluation and procurement of specified systems/technology. His expertise includes design of system architectures and preparation of procurement specifications that will integrate into the client's enterprise. He assists clients to migrate operations to new systems/technologies by managing implementation of the resulting contracts, including oversight of testing and field installation activities.

***Advanced Automation Corporation, Various Projects | Pennsylvania, PA, USA**

Senior Systems Engineer | 2023-2024

Mr. Mengle was responsible to establish specific, reliable, and testable requirements that lend themselves to independent validation and verification and/or perform the independent validation/verification. Scope of work included developing interface requirements that consistently document the dependencies adopted by various parties responsible for implementing a system/sub-system. His experience included establishing, coordinating, Establish, coordinate, and participating in technical reviews and work seamlessly with engineers of various disciplines. He worked with customers to evaluate project scope and project logistics, implementing quality controls, training core personnel, developing and tracking key performance metrics, requirement definition, conceptual design, and class 3 project estimation activities.

Key accomplishments included:

- Developed Functional & Operational Requirements (F&OR), System Requirements Document (SRD), and Project Execution Plan (PEP) for major DOE site upgrade projects.

***Alstom, Various Projects | Pennsylvania, PA, USA**

System Integration Engineer + Requirement Engineer | 2020-2023

As a System Integration Engineer, his responsibilities included implementing the interface management global process to identify interfaces within Alstom standard products. Interfaces include environmental, physical, functional, contractual, regulatory, procedural, organizational, and interpersonal. He created and updated the Interface Control Matrix to include all interfaces between subsystems within the turnkey system. Define interfaces and identify which interfaces require an Interface Control Document (ICD). Collaborate with design engineers to generate ICDs in cooperative joint development sessions and ensure interface definitions are under change and configuration control. Work included communicating, implementing, and monitoring Project Plans, reporting interface issues against appropriate key performance indicators (KPIs) that reflect quality, timing, and interpersonal issues to improve and optimize performance.

Key accomplishments included:

- Established interface control matrices for 4 major automated people mover projects.
- Coordinated a global team review to assess and prioritize resources for long term project objectives

As a Requirements Engineer, Mr. Mengle monitored and reported on the status of requirements, manage the requirements database, and provide bid/project support for railway systems projects across North America. He supported change and configuration management to ensure specifications, VOs, and changes to requirements are controlled. Support Contracts & Legal/PM to ensure the set of source requirements in DOORS is complete and up to date. He prepared and formatted requirements traceability matrices for customer delivery.

Key accomplishments included:

- Contributed to a complete overhaul of the Requirements Management (RM) process.
- Provided requirements engineering support through the full project lifecycle for a $20MM upgrade project at Tampa International Airport.

***Naval Nuclear Laboratory, Flour Marine Propulsion, Various Projects | Pennsylvania, PA, USA**

Manufacturing Process Engineer | 2015-2020

Mr. Mengle's responsibilities included executing multiple, concurrent engineering design and process improvement projects across 5 manufacturing sites and 2 shipyards to ensure on-time production and delivery of over $100MM annually of reactor core components for naval nuclear propulsion systems while managing QA/QC, cost, scheduling, and client requirements per contractual agreements. He performed intensive product research and collaborated with multiple stakeholder organizations to resolve product defects. He contributed to planning, designing, modeling, analyzing, documenting, and testing of nuclear, mechanical, and structural components, systems, and equipment. Mr. Mengle facilitated meetings and briefings per week as primary liaison between manufacturing sites and vendors and customers.

Key accomplishments included:

- Authored 6 multi-contract, system-level technical requirements and million-dollar cost estimates, including a $4MM contract procurement recommendation for new reactor hardware to bring a legacy design back into production.
- Facilitated 2 bi-annual program review meetings involving 80-100 personnel.
- Eliminated redundancies and reduced operational spans by 10% through analysis of vendor procedures.
- Spearheaded drawing and requirement changes that reduced component level manufacturing time by 5%.
- Mentored and trained 5 junior engineers on manufacturing techniques and writing product/technical requirements.
- Provided technical oversight of manufacturing/assembly, including equipment, tooling, and procedures, for $10MM contract option.
- Received Achievement Award for resolution of an emergent supplier issue within 30 days of problem identification to support on-time delivery of reactor components for a refueling overhaul.

Sheila Jordan

Staff & Organizational Development

Firm

Knowledge Architects, Inc.

Current/Past Projects

NASA 2019-2020

MARTA (2016-2018)

AECOM (2014-2017)

Metro North (2016)

APTA (2015)

JTA (2014)

DART (2015-2016)

Education

Masters, Instructional Technology, 2001

BA, Human Resources Management, San Francisco State University,

Registrations

Certified Business Coach (ICF)

Lean Six Sigma (Green Belt)

Certified Professional Facilitator

Birkman Assessment Certification

Prosci Change Management Methodology

Business Process Analysis & Improvement (AMA)

Professional Background

Sheila Jordan is a Senior Consultant with over 20 years of experience in the areas of organizational development, training facilitation, process improvement, and program evaluation. As an experienced Management Consultant, she has helped clients navigate significant and complex transformational change and is recognized by clients as a skilled trainer, master facilitator, and excellent communicator, with proven ability to deliver outstanding results for Fortune 500 companies as well as academic, public sector, and union environments. Ms. Jordan has delivered practical solutions to complex engagements for Maintenance, Repair, and Operations Processes in Transportation and Industrial Manufacturing across the U.S.

Relevant Project Experience

MARTA, Atlanta, GA. Serves as the Principal-in-Charge for the change management and training program implementation for a 3 yr ERP implementation.

for the Environmental Management Services Program with AECOM. KA's responsibilities include developing communications plans, staff engagement activities and training workshops that will support MARTA's bus and rail maintenance facilities in attaining their ISO 140001 certification in environmental compliance. The KA team has been instrumental in supporting the re-certification efforts of Armour Yard this year, and will support Laredo, Brownsmill and Headquarters in achieving certification in 2016.

New York City Transit - Metro North Railroad, New York City, NY Serves as the Principal-in-Charge for the development of a tablet based inspection application for railcar fleet. KA is piloting a cloud based platform that will help technicians and supervisors track compliance and inspections across multiple assets, and multiple locations. The app features the ability to share inspection data in real-time, collaborate and communicate with SMS messaging, track defects and fixes online and sort and sequence data with dashboards for internal reporting and auditing.

Jacksonville Transit Authority. Served as the Principal-in-Charge for the development of a series of web-based maintenance training courses for Hybrid Technology Systems. This program was developed using 3D animation and interactive simulations. It allowed mechanics and technicians to interact with equipment in a safe learning environment to gain a better understanding of the components, parts, and sub-systems used in hybrid technology.

APTA Served as the Principal-in-Charge for a transit-wide study to review the effectiveness of training in operations and maintenance departments across the transit industry. KA interviewed over 45 agencies and conducted 20 site visits over the course of the study. The deliverables included a benchmarking study focused on training gaps across the industry, and a SWOT analysis with recommendations for areas of improvement, a suggested curriculum for first responders, safety procedures, and other critical training areas.

DART. Serves as the Principal-in-Charge for the training and documentation project for the Liberty Streetcar in Dallas. Our team was responsible for the development of the operations, maintenance, and troubleshooting manuals and all contractual training delivery of the maintenance processes and procedures to all shop personnel who support and maintain the equipment.

Knowledge Architects.



Indea Snordern

EXECUTIVE SUMMARY

Results-driven leader with a proven track record of driving significant revenue growth and operational efficiency. Successfully influenced VP-level executives to adopt innovative go-to-market strategies, resulting in over $15 million in cost savings through streamlined product offerings. A highly collaborative problem solver with a strong bias toward data-driven decision-making. Skilled at identifying new opportunities and executing on strategic initiatives with a pragmatic approach. Experienced in modernizing large, complex organizations using cloud technologies, AI, data analytics, and cybersecurity solutions. Proven success in strategic operations, consulting, enterprise technology sales, sales operations, digital transformation, and product management roles.

PROFESSIONAL EXPERIENCE

Technical Program Manager/ Cloud Consultant **February 2022 - Present**
Google

- **Championing PSO go-to-market security strategy** for influencing customers to switch to Google Cloud by positioning Google's value proposition within the AI, Data Analytics and **Zero Trust framework.**
- **Architecting and propelling** a strategic vision for analytics, reporting, and business intelligence, crucial for supporting and advancing operations, particularly enhancing sales and delivery functions.
- **Directing/Pioneering Google Public Sector's first Managed Service** for a State Agency Contact Center Virtual Agent, Intelligent AI site reliability service offering.
- Lea d Google Cloud Professional Services implementation projects, covering program planning, collaborative technical consulting, transformational delivery, governance, tracking and reporting.

Program Manager/ Digital & Agile Transformation Consultant **August 2018- February 2022**
BCforward (Current Client: Eli Lilly and Company)

- **Acted as a chief-of-staff** to develop people/process/technology centric strategic business planning, change management strategy, stakeholder alignment, training, business/change impacts, KPIs, OKRs and change readiness. Implement/ integrate cloud-based solutions to support customer transformation strategy within a hybrid infrastructure model {Oracle, SAP, **AWS,** Azure, etc.)
- **Led global cross functional project teams** to implement efficient application enterprise modernization enhancement releases. Led 14 different departments to collaborate and implement customer experience best practices regarding Azure vs AWS use cases.
- **Provided thought leadership,** project management and change management expertise to accelerate the quality product development solutions across cross-functional teams. Translate business objectives and IT infrastructure goals into guidance that best leverages digital platform capabilities. Execute implementation and post-implementation support strategies for the business.

Consultant, Product Delivery **May 2017 - August 2018**
GCM Group, Remote, USA

- Developed customized sales and marketing solutions to enhance B2B customer product delivery time-to-market.
- Leveraged decision-science based training to cultivate sales leadership skills, help customers develop better messages and give sellers and marketers the skills to create more pipeline opportunities, close more deals and maximize profitability.

Program Manager, Product Delivery **September 2014- May 2017**
Pacific Gas & Electric, San Francisco, CA

- **Led a team of VPs** to create field operations performance scorecards. Provided leadership with a monthly holistic process health status to align field performance with strategic organizational goals to drive quality program management improvements within Gas Operations
- **Increased digital marketing product delivery efficiency by 40%** by implementing mobile cloud-based products using agile (and various) methodologies to drive operational excellence and continuous improvement.

- **Provided thought leadership and vision to drive innovation** thru project/program strategy, KPIs and roadmaps across internal and external cross functional teams. Drove project success by mitigating risks to deliver projects on time, within scope and within budget.
- **Developed market analysis of electric vehicle charging landscape** to provide strategic siting insights for grid operations regarding the electric vehicle charging station infrastructure implementation pilot
- Constructed a white paper and corporate strategy on how to leverage Microgrids as a service to improve cyber security.

Strategic Product Marketing MBA **May 2013 - August 2013**
Chrysler Group, LLC, Auburn Hills, MI

- Coordinated meetings between IT teams and internal business analysts for efficient use of time and resources.
- Developed strategic product plan with brand marketing, engineering and manufacturing teams to translate the needs and wants of the customer into the features of the next generation vehicle
- Analyzed the intensity of competitors in the market, defined the abilities of the company and resources needed to sustain a market presence, and identified the differential advantages within each segment

Change Management/ Business Transformation Consultant **August 2006 - August 2012**
Building Excellent Schools / YES Prep Public Schools (Atlanta, GA and Houston, TX)

- **Increased student performance by 200%** by transforming business model to a more innovative, strategic focus
- **Implemented organizational data analytics systems** to improve culture, program delivery and to eliminate gaps in policies and strategies across 9 organizations; implemented change management strategy across all 9 organizations
- **Generated political, local government and community support** for a start-up charter middle school: Gained national exposure by being featured in the Wall Street Journal, which influenced a change in state policy and legislation in Georgia
- **Served as the voice and advocate of the community**, managed founding team of nine prominent business and education leaders within the community
- Transformed school models for 4 district public schools to improve student academic performance in STEM courses: Increased academic outcomes by a minimum of 20%

Financial Operations Analyst **October 2005 - August 2006**
Medquist Corporation, Atlanta, GA

- Analyzed, recommended and implemented streamlined process improvements regarding the sales commissions system, and the sales and financial forecasting / planning process
- Developed innovative software tool to identify discrepancies within internal sales forecasts
- Created reporting regarding the sales budget, strategic forecasting, planning and Compensation Plan

Lead Business Analyst - Business Operations team (an internal consulting group) **Oct 2002 - April 2005**
Georgia Pacific Corporation, Atlanta, GA

- **Saved company an excess of $14 million and improved profitability by 20%** by improving business operations and supply chain processes across 14 different cross-functional teams; provided change management consulting, established profit-centers for tiered product lines through strategic product planning and implementation
- Collaborated with and led cross functional teams to develop best practices through root cause analysis
- **Streamlined, researched, planned (via forecasting product and SKU rationalization)** and designed operational process improvements from product creation to finished goods inventory to efficiently implement technical supply chain solutions
- **Executed customer, product and brand profitability analysis** for strategic marketing team to identify opportunities to increase revenue and volume, and to reduce costs.

EDUCATION

Purdue University | West Lafayette, IN
Master of business administration, Krannert School of Management
Bachelor of Science in Electrical Engineering



E'lana Jordan, PhD

EXECUTIVE PROFILE

Experienced social scientist and thought leader with over a decade of industry, academic, and community-building experience. Passionate about thoughtfully blending analytical skills with empathy to drive organizational change through data, storytelling, and human-centered solutions. Native English speaker with proficiency in speaking spanish.

EDUCATION

Stanford University	- PhD in Anthropology	December 2018
University of Chicago	- BA in Anthropology	June 2007

Skills: Data Collection and Analysis, Organizational Culture Change, Stakeholder Engagement, Employee Performance Measurement, Critical and Strategic Thinking, Collaborative Practices, Human-Centered Solutions

EXPERIENCE

Netflix - *Talent Analytics Partner* (MARCH 2021 - JUNE 2023)

Partnered with over a dozen stakeholders across the Talent organization to conduct interviews, focus groups/listening sessions, and surveys that provided insights into employee experience trends and made actionable recommendations based on findings.

Collaborated with Talent Analytics colleagues and Data Scientist Engineers to conduct User Experience studies that informed the design of the company's Talent Metrics and Inclusion and Diversity dashboards, which enabled senior leadership to monitor key performance indicators and make data-informed decisions.

Contributed to a collaborative effort with Talent leaders to develop a new company-wide employee listening strategy, including a survey that resulted in 80% participation.

Organized, developed materials, and facilitated a team on-site with engaging activities to promote team bonding.

Authored eight documents guiding qualitative and quantitative research, including research design, methodological approaches/analytical frameworks, and best practices.

Google - *Qualitative/Ethnographic Research Lead* (DECEMBER 2018 - FEBRUARY 2021)

Collaboratively and independently executed qualitative/ethnographic and mixed methods research for six projects within People Operations and consulted on 20+ cross-functional projects that assessed employee sentiments and change readiness.

Presented research findings and recommendations to various audiences, including senior leadership and change management practitioners.

Designed and led sessions with interactive workshops training over 40 People and Business Analysts on adopting new research methodologies into their research strategies.

Influenced and engaged stakeholders by developing organizational assessment tools that helped the company identify and assess organizational culture and drove creative solutions to improve manager/leader effectiveness.

Worked collaboratively with researchers, change management practitioners, and leaders to develop on-time research, communications, and implementation strategies for company-wide performance management change.

Knowledge Architects.



JOHN "JAY" ATTANASIO, MBA

EXECUTIVE PROFILE

Strategic minded, global executive with over 20 years of progressive experience overseeing and executing the vision and operations of rapidly expanding businesses. Working closely with the CEO of Knowledge Architects to support and streamline Business Development, Sales, Marketing, and Operational initiatives throughout the transit industry. Adept at working across multiple industries, disciplines, countries, and languages while understanding the needs and interests of disparate stakeholders. Proficient at extracting key methods, messages, and attributes of processes to refine the results of complex business issues.

EXPERIENCE

KNOWLEDGE ARCHITECTS, INC. (KA) -Atlanta, GA

Consulting firm providing change management; workforce performance; XR training and documentation services.

Chief Operations Officer. Managing operations, contracts, development, and finance across all divisions.

- Managing leadership team while fostering a culture of project ownership, continuous improvement, and financial accountability, via leveraging innovative processes and technologies to drive operational efficiency.
- Developing a XR4transit subscription platform containing LMS training and Zero Emission Bus (ZEB) content.
- Architecting our technology solutions to be omni-device capable while using low code and plugin solutions.
- Creating business processes & executive dashboards to align project financials with our labor management.
- Leading the shift to TVM and OEM based business partnerships to drive our XR solution platform success.

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY (MARTA) - Atlanta, GA

A multi-modal operation integrating heavy rail, bus, and paratransit services for Atlanta residents and visitors.

- Leading assessment of Mobility Operations & developing 30 scenarios for full-scale paratransit simulator.
- Managing the development of a Coaching and Mentoring Plan for MARTA's Technical Training Department.

STADLER RAIL- Salt Lake City, UT

Swiss based global leader in rail manufacturing, renowned for cutting-edge technology and rolling stock solutions.

- Managing 3,000 hours of training delivery, content development, technical documentation support, project management, digital XR assets, and 30 simulation development.

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (LAmetro) - Los Angeles, CA

One of the most extensive transit networks in the US serving Los Angeles County with buses and rail lines.

- EAM implementation covering OCM initiatives as well as Business SOP development and full system training.

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA) - Boston, **MA**

Home of the nation's first subway and a multi-modal transit network for travelers in the Greater Boston Area.

- Led a global team spanning Germany, Austria, Spain, India, and the US to develop Green Line Train Protection System (GLTPS) Operator Training and Technical Documentation. The opportunity to conduct this work, on behalf of STADLER Rail, was the direct result of having performed exceptionally with regard to the design and development of 30 models for two videos produced in 4k definition.

Knowledge Architects.

JACKSONVILLE TRANSIT AUTHORITY UTA} - Jacksonville, FL

Innovation focused operator of buses, Skyway monorail, and paratransit services, in Jacksonville, Florida.

- Conducted an on-site comparative assessment of technician productivity and accuracy while utilizing KA's Tablet-based Digital Wor1< Instructions vs. standard resources available to all agency technicians. Results from the study demonstrated over $500k in savings and avoidance of 2 catastrophic events to the agency.

NEW YORK CITY TRANSIT AUTHORITY (NYCTA) - New York, NY

Globally one of the oldest, most extensive subway systems serving millions of passengers daily in the NYC area.

- Partnered with TwinCo and Voestalpine rail switches to develop 30 animations which illustrate the operation of the switches while also highlighting the components and their function.

METRO NORTH RAIL (MNR) - New York, NY

A vital transportation link for commuters and travelers that connects the surrounding suburbs to New Yor1< City.

- Created the procedural flow and Figma wireframes for a custom commuter rail application to streamline Calendar Day Maintenance Inspections (CDMI) processes resulting in the digitization of pallets worth of paperwor1< as well as optimized process improvements via a subscription based tablet application.

TEMPERATURE EQUIPMENT CORPORATION - Lansing, IL

Corporate Vice President. Managed marketing, vendor relations, and business development for key customers.

B. E. MARKETING & CONSULTING - Evanston, IL

Principal Consultant. Led global project teams re: business development. operations, and strategic planning.

LAUREATE UNIVERSITIES - Clarens (Montreux), Switzerland

Vice President Marketing and Operations. Managed P&L, international 60-person team, Operations and Analytics.

PHILIPS ELECTRONICS - Advance Transformer Company - Rosemont, IL

Director of Global Mar1<eting. Directed sales team, managed mar1<eting P&L, digital content, and product launches.

UNITED TECHNOLOGIES CORPORATION - CARRIER - Indianapolis, IN/ Syracuse NY/ Sydney Australia Various management and leadership roles covering Sales, Mar1<eting, Business Development and Operations.

EDUCATION

UNIVERSITY OF VIRGINIA, Charlottesville, VA

Global Executive Management Program - Darden Graduate School of Business

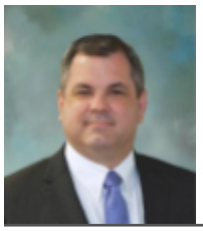
PURDUE UNIVERSITY, West Lafayette, Indiana

M.B.A. Operations & Strategic Planning - Daniels (formerly Krannet) Graduate School of Business

- Recipient of Graduate Fellowship, Clorox & Exxon corporate scholarships, and Purdue Leadership Award

Bachelor of Science • Mechanical Engineering

Bachelor of Science • Computer Integrated Manufacturing



RAND Y LEBEAU, CPA

504.335.3202 | randy.lebeau@eisneramper.com
Director

Randy LeBeau is the Director and practice lead for the Outsourced Accounting Services Group at Eisner Amper. With over 15+ years of experience in in financial analysis and reporting, budget management, forecasting, compliance, and strategic planning. Proven track record of driving financial performance and operational efficiency through meticulous financial analysis and comprehensive reporting. Randy has demonstrated his expertise in financial management, audit, compliance, implementation projects, structural facility build-outs, budgets, financial analysis, internal controls, and technology utilization.

Randy has a comprehensive understanding of multi-entity GAAP requirements, internal control standards, State and Federal compliance reporting, Contractual Government aviation compliance, treasury cash flow management, and large project implementations.

Randy adopts a hands-on leadership approach, which focuses on developing others while adapting to continuous improvements. By managing budgets and financial performances weekly, Randy can provide timely analysis, leading to impactful results by minimizing downfalls and capitalizing on positive trends. Randy has overseen the testing, implementation, roll-out, and support of P2P, O2C, & R2R for a global $5 billion company.

RELEVANT PROJECT EXPERIENCE

Employee Assistance for Catastrophic Loss Program

provided professional services related to an Employee Assistance for Catastrophic Loss Program related to Hurricane Ida. This program aided 345 applicants related to $1.224 million in relief awards. P&N's scope included design and implementation of program policies, applicant management system(s), applicant communications, engagement processes, staff training and resource tools. P&N is performing intake, review, and QC on applications and relevant documentation for both the eligibility application and overall program reporting.

As the Employee Assistance for Catastrophic Loss Program Lead Manager, Randy is involved in the following aspects:

- Served as primary point-of-contact for all program communications
- Oversaw and led the program policy and procedures design process related to applications for assistance
- Provided as hoc analyses and information to the client regarding application submission number, common errors, application status updates, applicant uncovered losses, and award information
- Performed quality control reviews of both denial and approval applicants to ensure adherence to program policies.
- Official applicant communications related to award approvals, denials, re-reviews, and determinations upheld.
- Worked closely with the review team and responsible for performance to policies and procedures.
- Performed quality control reviews of applicants' awards and bank submission approvals
- Reviewed applications based on policies and procedures related to re-reviews for denied applicants.

SPECIALTIES

- Financial Analysis and Reporting
- Budget Management
- Forecasting
- Compliance
- Strategic Planning

CREDENTIALS/EDUCATION

- Certified Public Accountant (CPA)
- Southeastern Louisiana University: B.S. Accounting & B.S. Finance

AFFILIATIONS

- American Institute of Certified Public Accountants
- Louisiana Certified Public Accountants

ACTIVITIES

- LCPA Restaurant and Hospitality Committee since 2021
- LCPA Business for Business Committee since 2021
- LCPA Career Awareness Committee Since 2023
- LCPA Industry Members Committee 2024

Paycheck Protection Plan (PPP)

P&N is engaged to provide professional services related to various organizations for Paycheck Protection Plan applications and forgiveness submissions. This program aided 72 applications for PPP Draw #1 and PPP Draw #2 for $71 million in forgiveness. P&N's scope included federal program research of changing standards, analysis of data to ensure the best use of expenses, forgiveness applications, and support during compliance or audit reviews performed by the SBA or lender.

As the Payment Protection Plan Lead Manager, Randy is involved in the following aspects:

- Provide guidance of accounting for First Draw and Second Draw PPP Loan on the entity books
- Analyze supporting documentation to determine available funds' eligibility for a First Draw loan and/or a Second Draw PPP loan
- Provide consideration of other COVID-19 stimulus aid such as the Employee Retention Credit (ERC) to ensure funds received are maximized
- Assist client management with the lender's forgiveness determination
- Assist client management in estimating the potential forgiveness amount
- Evaluate calculation of full-time equivalent (FTE) head count reduction
- Evaluate calculation of the salary reduction by employee and the $100K salary limitation
- Evaluate non-payroll costs and timing of payment to identify potential increased benefit
- Consider options to meet the 60 percent payroll cost threshold and eliminate FTE head count or salary reductions, if applicable
- Consider use of the 40 percent non-payroll cost limit to potentially find wages that are eligible for the ERC
- Interpret and review of the latest SBA guidance.
- Provide a PPP presentation and compliance support to the client to eliminate potential audit risk related to the size of the loan

EDUCATION, CERTIFICATIONS, AND PROFESSIONAL AFFILIATIONS

- BS of Accounting 2013, Southeastern Louisiana University
- BS of Finance, 2003, Southeastern Louisiana University
- Louisiana Certified Public Accountant, License No. 0027732
- Member of the American Institute of Certified Public Accountant
- Member of the Louisiana Society of Public Accountants
- AICPA Finance Transformation: Manage Disruption Certificate

EISNERAMPER



ANGIE BROWN

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SENIOR MANAGER | EAG GULF COAST, LLC

Angie Brown is a Senior Manager in the Government Sector Services and leads the Grants Management focus area. With almost 25 years of experience in grants management, she is highly skilled in grant writing, compliance, fiscal management, program management, federal regulations, and providing grants management training. With extensive knowledge of the entire grants management lifecycle—from pre-award to closeout—Angie excels in both executing federal grant programs and equipping teams with the necessary skills and best practices to manage them effectively.

Angie's expertise covers grant writing and administration, managing federal grant programs, project management, strategic planning, contract compliance, Uniform Guidance, budgeting, and financial management. She has successfully led large-scale federal grant initiatives involving the procurement and administration of funds from major sources such as the Infrastructure Investment and Jobs Act (IIJA), CARES Act, and American Rescue Plan Act (ARPA).

A natural problem solver with strong leadership, time management, and communication skills, Angie is a strategic leader with a proven track record of developing and executing organizational initiatives, policies, and procedures. Her commitment to providing comprehensive grants management training further demonstrates her dedication to empowering teams and enhancing organizational performance.

SPECIALTIES

- Grant Management
- Federal Grant Compliance
- Uniform Guidance
- Project Management
- Grant Writing
- Compliance Monitoring

CREDENTIALS/EDUCATION

- Louisiana State University: BS
- Grand Canyon University: MBA, Business, Cum Laude
- Lean Six Sigma Certification

AFFILIATIONS

- National Grants Management Association
- Grant Professional Association

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PROJECT EXPERIENCE

State of Maryland Governor's Office of Crime Prevention (GOOCP), Youth and Victims Services – Grants Management and Program Development Training

EisnerAmper was engaged with the State of Maryland Governor's Office of Crime Prevention (GOOCP) and served as the program administrator for the Grants Management and Program Development Training.

Angie served as the Grants Management Subject Matter Resource responsible for the development of Grants Management training modules highlighting grants management best practices highlighting pertinent information related to grants management, the role of effective grant managers, performance management and monitoring, and internal control/policies and procedures.

North Carolina Association of County Commissioners (NCACC)

EisnerAmper provided with the North Carolina Association of County Commissioners (NCACC) consulting services and grants management trainings specifically related to ARPA SLFRF grant program delivery and subrecipient management.

Angie served as the Grants Management Subject Matter Resource responsible for the development and delivery of Grants Management training modules highlighting best practices related to the American Rescue Plan Act (ARPA), State and Local Fiscal Recovery fund (SLFRF), subrecipient management, procurement requirements, grant reporting, and closeout processes.

Caddo Parish ARPA Grant Management Services

The EisnerAmper Team is currently engaged with the Caddo Parish to provide program and disaster management under the American Rescue Plan. EisnerAmper has been hired to administer the Parish's grant funds, including monitoring of subrecipients. Monitoring compliance with those workforce requirements is a significant component of our engagement.

Angie serves as the Project Manager and provides regular status updates and process improvement suggestions to the client on an ongoing basis. Angie manages communications with the Parish and provides troubleshooting as needed. Angie works directly with the grants management team and provides support related to federal program guidance specifically Subrecipient Assessment and Monitoring, ARPA Technical Resource guiding clients through the compliance requirements of the American Rescue Plan Act and Federal Office of Management and Budget (OMB) Uniform Guidance 2 CFR, Part 200.

Iberia Parish ARPA Grant Management Services

The EisnerAmper Team is currently engaged with the Iberia Parish to provide program and disaster management under the American Rescue Plan. EisnerAmper has been hired to administer the Parishes' grant funds, including monitoring of subrecipients, calculation of lost revenue and U.S. Treasury Reporting. Monitoring compliance with federal funding requirements is a significant component of our engagement.

Angie serves as the Senior Grant Manager and provides regular status updates and process improvement suggestions to the client on an ongoing basis. Angie manages communications with the Parish and provides troubleshooting as needed. Angie works directly with the grants management team and provides support related to federal program guidance specifically ARPA Technical Resource guiding

clients through the compliance requirements of the American Rescue Plan Act and Federal Office of Management and Budget (OMB) Uniform Guidance 2 CFR, Part 200.

Calcasieu Parish Police Jury ARPA Grant Management Services
The EisnerAmper Team is currently engaged with the Calcasieu Parish Police Jury to provide program and disaster management under the American Rescue Plan. EisnerAmper has been hired to administer the Parishes' grant funds, including monitoring of subrecipients. Monitoring compliance federal funding is a significant component of our engagement.

Angie serves as project management support related to federal program guidance specifically Subrecipient Assessment and Monitoring, ARPA Technical Resource guiding clients through the compliance requirements of the American Rescue Plan Act and Federal Office of Management and Budget (OMB) Uniform Guidance 2 CFR, Part 200.

Wilson County ARPA Grant Management Services
The EisnerAmper Team is currently engaged with Wilson County to provide program and disaster management under the American Rescue Plan. EisnerAmper has been hired to administer the County's grant funds, including monitoring of subrecipients, and U.S. Treasury Reporting. Monitoring compliance with federal funding requirements is a significant component of our engagement.

Angie serves as the Grants Management Subject Matter Resource and provides support related to federal program guidance specifically Subrecipient Assessment and Monitoring, ARPA Technical Resource guiding clients through the compliance requirements of the American Rescue Plan Act and Federal Office of Management and Budget (OMB) Uniform Guidance 2 CFR, Part 200.

City of Gonzales Grant Management Services
The EisnerAmper Team is currently engaged with the City of Gonzales to provide accounting services, program and grants management under the American Rescue Plan and Housing and Urban Development (HUD) grant program. EisnerAmper has been hired to administer the City's grant funds, including monitoring of subrecipients.

Angie serves as the Senior Grant Manager and works with the grants management team to provide support related to federal program guidance specifically HUD Technical Assistance, ARPA technical assistance, and Federal Office of Management and Budget (OMB) Uniform Guidance 2 CFR, Part 200.

Louisiana Office of Broadband Development & Connectivity - Broadband Equity, Access, and Deployment (BEAD) Program
EisnerAmper was engaged with the Louisiana Office of Broadband Development to provide program management and design, monitoring, and compliance services.

Angie served as the Senior Grant Manager assisting the team with policy development, program compliance, overall project management, program design and implementation and oversees the functional areas of the program. She is providing support related to federal program compliance specifically Uniform Guidance 2 CFR Part 200



Louisiana Department of Education, Childcare Assistance Program
The EisnerAmper Team was engaged to provide professional services related to the CCAP program. This program provides funding to support the Childcare Assistance Program in the state of Louisiana for childcare reimbursement of eligible clients. EisnerAmper performs intake, review, and QC on applications and relevant documentation for both Eligibility and Income verification.

Functioning in a Team Lead capacity, Angie was responsible for the review and certification of applicant itemized documentation submitted. This includes overseeing an internal review team, applying eligibility criteria, implementing quality controls, communicating with applicants, and ultimately progressing applications approved to payment.



EISNERAMPER



LEANN RAGUSA

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Associate Director | Eisner Advisory Group LLC

LeAnn Ragusa is an Associate Director in the firm's Consulting Services Group and a member of the firm's Change Management Team.

LeAnn has extensive project management and change management experience and has provided these services for both small and large-scale projects. LeAnn is an exceptionally skilled policy manager and has served as a key player in project governance and process development for multiple programs. Furthermore, LeAnn has experience in strategic planning, system implementation and training.

Prior to joining the firm, LeAnn was an Associate Director at Postlethwaite & Netterville (P&N), a leading full-service accounting and business advisory firm.

SPECIALTIES

- Change Management
- Project Management

CREDENTIALS/EDUCATION

- Certified Scrum Product Owner
- Certified ScrumMaster
- Project Management Professional
- Baton Rouge Community College: AA, Liberal Arts, On the President's list, Phi Theta Kappa Academic

AFFILIATIONS

Better Business Bureau, Secretary

PROJECT EXPERIENCE

Florida HOMES and HEAR Program – September 2024 - Present

EisnerAmper is supporting the Florida HOMES and HEAR program that provides financial incentives for homeowners to make energy-efficient upgrades, such as installing heat pumps, insulation, and energy-efficient appliances.

LeAnn is currently offering change management and project management support for the Florida Energy Saving Program. LeAnn leverages her experience on large-scale and governmental programs to make recommendations about process design and program operations. During the planning phase of the project, she has collaborated with the project team to assist in the creation of program blueprints and has created tools and resources to ensure compliance with Department of Energy guidelines. LeAnn also is responsible for the creation of strategic deliverables that are used to guide decision making about the project's critical path.

Aqueous Film Forming Foam Product Liability Litigation – August 2024 - Present

EisnerAmper is the claims administrator for the Aqueous Film Forming Foam (AFFF) Product Liability Litigation.

LeAnn is serving as the project's Policy Lead and offers essential policy guidance for the AFFF class action settlement. LeAnn maintains strict compliance to the settlement agreement by implementing and

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managing governance for the policy environment. She oversees the development of policy memos, standard operating procedures, user guides, and other reference materials. LeAnn also offers strategic communication and training support and ensures that the claims review team is equipped with the resources to conduct reviews with efficiency and accuracy.

Louisiana Office of Technology Services – August 2023 – August 2024
EisnerAmper is engaged with the Louisiana Office of Technology Services (OTS) to provide portfolio management services at the Louisiana Department of Public Safety (DPS).

LeAnn was selected by DPS to serve as the Portfolio Manager to implement portfolio management as a new practice. Through the development of strong stakeholder relationships, LeAnn has gained buy-in of the portfolio management process from Department executives, and she is successfully promoting changes that will be critical for the portfolio's success. LeAnn continuously introduces best practices that will be necessary for enhanced operations and streamlined procedures, and she is focused on ensuring that technology projects align with the organization's strategic goals and objectives.

Department of Children and Family Services – April 2023 – August 2023
EisnerAmper worked with the Louisiana Department of Children and Family Services to streamline case management procedures for the Baton Rouge region's child welfare investigators.

LeAnn served as the project's Change Management Lead, offering project management support throughout the engagement. LeAnn was extensively involved in conducting the current state assessment of the investigative workflow and designed procedures to reduce data entry processes by a minimum of 16 hours per month. LeAnn also developed valuable training and reference materials that significantly reduced the disruption of procedure changes, including process maps, user guides, and training manuals.

State of Louisiana, Department of Education, Child Care Assistance Program – August 2022 – Present
EisnerAmper is working with the Louisiana Department of Education to support the Child Care Assistance Program, a program dedicated to providing eligible low-income families with high-quality childcare.

LeAnn served as the CCAP Project Lead. She performed project management and change management functions during the time eligibility reviews were being conducted. LeAnn played a vital role in stakeholder engagement and stakeholder management. She was responsible for facilitating executive meetings, delivery of weekly status reports, and serving as the liaison between the Louisiana Department of Education (LDOE) and the CCAP team. LeAnn was also heavily involved in resource planning and monitoring of project timelines, and she ensured that important milestones were accomplished on schedule as agreed upon with stakeholders. LeAnn was also responsible for the creation, implementation, and adoption of a variety of deliverables, including training materials and presentations, strategic communications, and policies and procedures. LeAnn developed critical case management resources for the team, including internal standard operating procedures, job aids, and process maps; these resources were frequently used for onboarding trainings and ongoing operational trainings. She regularly reviewed



all deliverables on an ongoing basis to ensure the team is compliant with CCAP policies and guidelines. As both a project manager and change management professional, LeAnn demonstrated strong communication skills. She established multiple internal and external communication channels to ensure that all parties were informed of statuses, changes, and important updates. LDOE recognized the value of these communication channels and strategies and has expressed interest in adopting these strategies internally. LeAnn's ongoing presence in the Child Care Assistance Program led to close-working relationships with key stakeholders. Through these relationships, EisnerAmper was provided the opportunity to identify process breakdowns and areas of improvement. Ongoing process improvement discussions with the Department of Education resulted in the development of public educational materials to improve the quality of applications and reduce interruptions.

Fulton County Emergency Rental Assistance Program – May 2021 – August 2022
EisnerAmper worked with Fulton County, Georgia to provide rental and utility assistance to eligible households impacted by the Covid-19 pandemic.

LeAnn served as the program's Change Management Lead. She was responsible for project governance and designed the program's policy environment. In her role as policy lead, LeAnn regularly tracked all stakeholder policy decisions, procedure updates, and action items agreed upon during executive sessions. Her methodical approach to policy recommendations, implementation, and ongoing monitoring to assess program needs and compliance fostered a strong, collaborative relationship between EisnerAmper and Fulton County. LeAnn was instrumental in the creation of streamlined policies that aligned with Treasury guidelines and that removed impediments that interfered with application processing. The removal of procedural roadblocks streamlined the program to the extent that the Fulton County ERAP was recognized as one of top performing ERAPs in the country. LeAnn also worked closely with all key stakeholders to create process maps, procedures, and training materials; this documentation proved critical when onboarding new case managers joining the program.

State of Louisiana, Division of Administration, Office of Community Development, Restore Louisiana Program – April 2018 – May 2021
The Department of Housing and Urban Development (HUD) allocated funding to assist in Louisiana's long-term recovery from the severe flooding that occurred throughout much of the state in March and August of 2016. The funding for The Restore Louisiana Homeowner Assistance Program is allocated out of HUD's Community Development Block Grant Disaster Recovery (CDBGDR) Program. The EisnerAmper Team acted as a subcontractor for the prime contractor, IEM.

LeAnn was responsible for project governance and served as the Project Management Office (PMO) lead and policy lead. As part of her policy management practice, LeAnn regularly facilitated executive sessions with the Office of Community Development - Disaster Recovery Unit (OCD-DRU) to discuss policy decisions that required stakeholder input. To ensure program compliance, LeAnn maintained thorough records of policy decisions and resulting action items. She was also responsible for maintaining the program's policy manual, a public-facing document that outlined program guidelines for participating homeowners. LeAnn

also served as the liaison between OCD-DRU and the Restore Louisiana team. She regularly communicated guidance delivered by OCD-DRU and collaborated with key stakeholders, program management, and functional leads to develop streamlined procedures that aligned with program guidelines and client expectations.



EISNERAMPER



LYDIA KIDDER

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MANAGER | EAG GULF COAST, LLC

Lydia Kidder is a Manager in the Government Sector Services and operates in the Grants Management focus area. She is an experienced project manager, specializing in Federal grants policy, grant administration, and grant performance measurement.

Lydia is a dedicated leader with nine years of federal grants management experience, from program planning and design throughout closeout and outcome evaluation. Her expertise encompasses the full award program lifecycle, including standing up new grant programs, application review, post-award grants administration, compliance monitoring, financial reviews, reporting and closeout. She has supervised multiple teams (often encompassing a wide range of prerequisite skills) executing all post- award administration and compliance activities for numerous Federal grant programs. Over the course of her professional experience, she has managed the process of creating and socializing grant closeout procedures for seven different grant programs administered by various Federal agencies.

Lydia's project management and business process improvement experience spans across seven distinct Federal clients. Her additional skill domains include quality control procedures, staff development, change management, risk mitigation, and strategic planning. As an experienced project manager, she approaches each project with client needs at the forefront her work and unfailingly delivers results that meet or exceed client expectations.

SPECIALTIES

- Grants Management
- Federal Grant Policy
- Grant Compliance

CREDENTIALS/EDUCATION

- Master's Degree, University of Cincinnati
- Bachelor's Degree, University of Cincinnati

AFFILIATIONS

- National Grants Management Association
- Maryland Governor's Grants Office

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EISNERAMPER PROJECT EXPERIENCE

Caddo Parish ARPA Grant Management Services

The EisnerAmper Team is currently engaged with the Caddo Parish to provide program and disaster management under the American Rescue Plan. EisnerAmper was contracted to help the Parish administer its State and Local Fiscal Recovery Fund (SLFRF) grant award and support the monitoring of its subrecipients. Overseeing the effective administration of post-award grant requirements is a significant component of our engagement.

Lydia currently serves in a project management and oversight role. She oversees the delivery and execution of SOW requirements, including policy reviews and reimbursement processing. She supports the delivery of regular status updates and process improvement suggestions to the client on an ongoing basis. She oversees deliverables produced by the firm's grants management team and supports the client's implementation of federal program guidance. She serves in a quality assurance capacity for activities related to Subrecipient Assessment and Monitoring, project eligibility determinations, and other requirements established by Office of Management and Budget (OMB) Uniform Guidance 2 CFR Part 200 ("2 CFR 200").

Iberia Parish ARPA Grant Management Services

The EisnerAmper Team is currently engaged with the Iberia Parish to provide program and disaster management under the American Rescue Plan. EisnerAmper was hired to administer the Parishes' grant funds, including monitoring of subrecipients, calculation of lost revenue and U.S. Department of the Treasury Reporting. Monitoring compliance with federal program requirements is a significant component of our engagement.

Lydia serves as a member of the project leadership team and delivers project management support to the client. She works directly with the grants management team and provides support related to federal program requirements. Her support specifically includes ARPA Technical Assistance, reporting requirements, and generally assisting the client comply requirements established specifically by the U.S. Department of the Treasury (U.S. Treasury) and 2 CFR 200.

PREVIOUS PROJECT EXPERIENCE

Federal Emergency Management Agency (FEMA), Office of Grant Administration (Preparedness and Non-Disaster Grants) – Shelter and Services Grant Program (SSP)

Lydia served as project manager for a multi-billion-dollar grant program, supporting the staff augmentation needs of FEMA's non-disaster grant administrators and preparedness officers. In her role, she performed the duties of a FEMA Federal branch chief, managing the team responsible for standing up a new humanitarian services grant program. Her primary duty was monitoring grant recipient compliance with Uniform Administrative Requirements (2 CFR 200) federal awarding agency guidelines. In her duties as an embedded Branch Chief, she led a team of 10+ staff tasked with developing foundational Federal program products including: Notice of Funding Opportunity (NOFO), grant applications, evaluation criteria, application review/peer review tools, risk assessment processes, grant compliance practices, environmental review protocols, and data collection templates. Under her guidance, staff were responsible for creating and executing key funding agency processes including: budget reviews, budget amendments, database design, stakeholder engagement, financial data analysis, grant monitoring (virtual/site visit), audit preparations, audit finding (corrective action) adjudication, and closeout. As needed, she advised

clients on policy development, internal control design, and risk management to ensure responsible financial administration of nearly $1 billion in federal funds.

Small Business Administration, Office of Recovery Programs – Shuttered Venue Operators Grant Program

Lydia served as the client-facing grants policy subject matter expert (SME) to Federal Program leadership at the Small Business Administration (SBA). She supervised technical assistance activity design and implementation for federal program administrators and 15,000+ grantees on topics such as grant compliance or audit requirements. She served as the federal agency's subject matter expert for grant-specific policy questions and inquiries related to reporting, Single Audits (A-133 audits), financial compliance practices, and closeout. Over the course of the engagement, she supported a team of grant officers by designing data collection tools, overseeing stakeholder engagement, creating awardee compliance reports, and tracking performance indicators. Lydia supervised a team of consultants as the SBA analyzed audit submission packages to create corrective action plan recommendations, tracked corrective action implementation, and created client dashboards with snapshots of key metrics. Upon client requests, Lydia led the development of technical assistance products such as toolkits, fact sheets, presentations, bulletins, videos, briefings, and FAQ documents for new SBA grant recipients.

U.S. Department of the Treasury, Office of Recovery Programs – Capital Projects Fund (CPF) and State and Local Fiscal Recovery Fund (SLFRF)

Lydia was a Project Manager for the Office of Recovery Programs, supporting key post-award responsibilities of the Federal Awarding Agency in its standup and administration of COVID relief grants. Her team Reviewed reporting documents and evaluated budget justifications to ensure compliance with program requirements, administrative best practices, State and Local Fiscal Recovery Funds (SLFRF) guidelines, Office of Management and Management (OMB) circulars and 2 CFR 200. Her team implemented best practices to refine grant programs, continually monitor grantee/project progress, reduce fraud risks, and assure adherence to internal policies.

National Telecommunications and Information Administration, Office of Public Safety Communications – National Next Generation 911 Grant Program

Lydia served as the project leader and Senior Grant Officer to both Federal Agencies jointly administering a broadband implementation grant program and cybersecurity planning grants. She led a team tasked with developing grant monitoring and compliance deliverables (monitoring procedures, compliance templates, standard communications, and technical assistance resources). Her team created enhanced monitoring plans, compliance review guides, semi-annual program metrics reports, data visualization tools, closeout materials, and other stakeholder engagement content. Throughout the federal award period of performance, Lydia assisted federal staff in the provision of on-site, group, and virtual technical assistance to recipients on grant requirements, compliance, award administration, and financial management. She provided reporting and closeout support for a portfolio of 36 recipients by reviewing key report metrics and analyzing data on program-specific requirements (e.g., award terms and 2 CFR 200). Her team also created enhanced monitoring plans, compliance review guides, semi-annual program status reports, data visualization tools, closeout materials, and other stakeholder engagement content.

Department of Labor – Office of Job Corps

Lydia performed policy and data analyst responsibilities on a Regional Job Corps project. She assisted in conducting compliance assessments for grant processes and developing subrecipient management



procedures. During project cycles, she developed risk assessment reports on past performance, grant compliance, and business plans. In her role, she collaborated across teams to develop best-practices administration procedures for subrecipients, implement guidance updates, monitor benchmarks, and create process improvement guides. In accordance with DOL standards, she conducted onsite compliance reviews to create individualized compliance remediation plans. Her team designed technical assistance materials for implementation staff and providing coaching. Each year, she created grant compliance matrices and provided recommendations to increase equity outcomes.



EISNERAMPER



MARY MINOR BUTLER

225.663.1217 | maryminor.butler@eisneramper.com
Associate Director | Eisner Advisory Group LLC

Mary Minor is an Associate Director in the firm's Advisory service line and a member of the firm's Risk and Compliance Services team.

Mary Minor has experience in a range of consulting services to provide value to clients, such as conducting audits of business processes and controls, performing assessments to mitigate risks and providing recommendations for internal control improvements. She also possesses a depth of knowledge related to internal controls and has prior experience assisting clients with documenting policies and procedures.

Prior to joining the firm, Mary Minor was an Associate Director at Postlethwaite & Netterville (P&N), a leading full-service accounting and business advisory firm.

SPECIALTIES

- Internal Audit
- Business Controls & Best Practices

CREDENTIALS/EDUCATION

- Certified Internal Auditor
- Certified Public Accountant
- Master of Science, Accounting, Louisiana State University
- Bachelor of Science, Accounting, Louisiana State University

AFFILIATIONS

American Institute of Certified Public Accountants

Institute of Internal Auditors

PROJECT EXPERIENCE

State of Louisiana, Department of Education, American Rescue Plan Act Grant Assessment Program – November 2022 – October 2024

EisnerAmper was engaged by the Louisiana Department of Education to perform grant assessments of funds distributed to child care facilities through the American Rescue Plan Act, where funding was allocated to assist child care facilities' recovery efforts as a result of the coronavirus pandemic. In order to complete the grant assessments and collect necessary data for regulatory reporting purposes., a web-based application was custom designed and user guides/procedural documentation was developed for both internal and external users.

"EisnerAmper" is the brand name under which EisnerAmper LLP and Eisner Advisory Group LLC provide professional services. EisnerAmper LLP and Eisner Advisory Group LLC are independently owned firms that practice in an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable law, regulations and professional standards. EisnerAmper LLP is a licensed CPA firm that provides attest services, and Eisner Advisory Group LLC and its subsidiary entities provide tax and business consulting services. Eisner Advisory Group LLC and its subsidiary entities are not licensed CPA firms.

Mary Minor served as one of the team leads. She performed project management functions while the grant assessments were being completed. She was responsible for facilitating weekly team and client touchpoint meetings and delivering status reports and other project deliverables. Mary Minor was heavily involved in resource planning and monitoring project timelines, where she ensured that important milestones were met in alignment with the established schedule and key stakeholder expectations. Mary Minor was also responsible for the creation and implementation of a variety of deliverables, including training materials, presentations and procedural documentation. Mary Minor assisted with the creation of user guide documentation, internal standard operating procedures and frequently asked questions guides, where these resources were frequently leveraged during onboarding and ongoing operational trainings.

Kajima Building & Design Group, Inc. (KBDG) – October 2022 – October 2023
EisnerAmper was engaged with Kajima Building & Design Group, Inc. (KDBG) to assist management in documenting policies and procedures, in additional to making control and process improvement recommendations.

Mary Minor played a key role in managing this engagement from inception to completion. She was responsible for collaborating with the client management to achieve project objectives and stay on track with budget and established timelines. She led the team and conducted process walkthroughs and interviews to obtain an understanding of the underlying accounting processes and business activities, which was then documented for management's review and feedback. As necessary, policy revisions were made. Throughout this process, potential control enhancements and efficiencies were communicated with key stakeholders, along with project status updates. A comprehensive accounting manual was developed and recommendations were made to ensure appropriate roll out to the accounting team.

State of Louisiana, Board of Regents – January 2025 to present
EisnerAmper is engaged by the Louisiana Board of Regents to perform internal audit services. On an annual basis, a risk assessment is conducted to identify key risk to the Board, and through collaboration with management, an internal audit plan is developed for the period. Individual internal audits are then conducted, and results are communicated to the Board.

Throughout her career, Mary Minor has served on the team providing internal audit services to the Louisiana Board of Regents, where she has been involved in completing the internal audit work programs. Currently, Mary Minor serves as one of the team leads and oversees the internal audit engagement team. She collaborates with key stakeholders to gain an understanding of the underlying business processes, conducts a review of the current control environment and performs analysis of these processes to identify any potential gaps and control improvement opportunities. Additionally, she reviews procedural documentation and oversees the team conducting testing to ensure compliance with internal policies and other applicable regulations. Mary Minor is responsible for providing project management oversight, while also assisting with effectively communicating results and process improvement recommendations.



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Cynthia Lau, CPA

Senior
EAG Gulf Coast, LLC

cynthia.lau@eisneramper.com

www.eisneramper.com

Cynthia Lau serves as a Senior in EAG's Outsourced Accounting Services Group within the firm's New Orleans area practice. As a Certified Public Accountant with six years of accounting experience, Cynthia brings a wealth of expertise to her role. Before joining the firm, she honed her skills as an accountant at both a Fortune 100 company and a local CPA firm.

Since joining the firm, Cynthia has been dedicated to developing robust procedures that ensure precise reconciliation processes for all her clients. She has dramatically enhanced accounting workflows and consistently excels in troubleshooting and resolving client issues. The clients Cynthia has worked on ranges from small-mid sized businesses, governmental entities, and large publicly traded companies, showcasing her versatility and depth of knowledge.

RELEVANT EXPERIENCE

Tax Commission

Cynthia has diligently executed a thorough and comprehensive monthly reconciliation of the System of Records (SOR), which meticulously tracks and processes sales tax returns for online sellers. Demonstrating her commitment to excellence, Cynthia has also trained staff on the reconciliation process, ensuring a high level of accuracy and efficiency. She now oversees the SOR reconciliation and expertly manages the financial records. Cynthia and her team have successfully streamlined operations and implemented a highly efficient accounting system for the commission.

Largest E-Commerce Company

Cynthia played a pivotal role within the Global Real Estate and Facilities team, contributing to the preparation of the Q4 Budget and the 2025 Budget for various countries. Her work involved analyzing factors such as increased costs associated with the return to a five-day office workweek. Cynthia also demonstrated her expertise by assisting in complex reconciliations between different systems of records and preparing comprehensive end-result memos for team presentations.

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Global Specialty Logistics Company

Cynthia developed a sophisticated spreadsheet that incorporates a wide range of advanced Excel formulas and functions, including SUMIFS for conditional summing and XLOOKUP for dynamic lookups. She also implemented data validation to ensure data integrity and used named ranges for better formula management. The spreadsheet is designed to be user-friendly, with clear documentation and consistent formatting throughout.

Cynthia collaborated closely with her team of six, training them on the use of the spreadsheet, which reconciles ending balances between NetSuite and audited financials for 52 international subsidiaries. She adeptly handled foreign currency conversions to ensure accurate financial reporting.

International Manufacturing Company

Cynthia has also worked on reviewing a complex manufacturing accounting system on NetSuite for a foreign manufacturer in order to identify gross margin issues. She was able to identify issues in elimination entries, direct labor and manufacturing overhead allocations, and the overstatement of inventory.

Medical Companies

Other projects include reviewing complex revenue and cost files related to 10-Q reporting for a publicly traded pharmaceutical company. She also worked on a Multi-State Medical Practice utilizing software such as FloQast and NetSuite. With this project, Cynthia and her team focused on complex reconciliations and process improvements for accounts such as medical rebates and research receivables. Another project she was in charge of was a Multi-State Clinical Research company. She assisted in cleaning up their accounting records, consolidating their QuickBooks, reconciling their balance sheet accounts, and recording their year-end adjustments.

EDUCATION

Bachelor of Science, Accounting, Magna Cum Laude, University of New Orleans
Master of Business Administration, University of New Orleans
Certified Public Accountant, LA License No. 0029803

PROFESSIONAL AFFILIATIONS

Member, American Institute of Certified Public Accountants

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Tranice Thomas

Senior
EAG Gulf Coast, LLC
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504.335.3247

Tranice Thomas is a senior within the EisnerAmper Gulf Coast community, based in Metairie, Louisiana. Since joining the firm in November 2024, she has worked on a diverse group of projects that focused on general ledger maintenance, intercompany reconciliations, assessments, and reporting.

Prior to joining the firm, Tranice gained over 10 years of industry accounting. She managed and transitioned a big box beta property to centralization and was part of the opening team for a luxury property, where her influence increased audit scores year over year. Tranice's skills in managing projects and streamlining processes has proven invaluable.

Managing healthy relationships with clients and her team is a significant focus for Tranice. Her witty and insightful approach helps her accept and excel in new challenges, making her an asset to both her clients and colleagues.

RELEVANT EXPERIENCE

General Ledger Clean-Up and Reconciliation Specialist

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Tranice has extensive experience in financial management, specializing in general ledger clean-up and reconciliation for logistics companies. She has successfully led comprehensive with efforts, ensuring accuracy and compliance with accounting standards. Tranice's attention to detail enabled her to identify and rectify discrepancies, preventing fraudulent activities and improving financial reporting. Her efforts have enhanced efficiency and optimized the overall financial health of the companies she has worked with.

Finance Team Process and Procedure Assessor

Additionally, Tranice has conducted detailed assessments of finance team processes and procedures. She evaluates workflows, internal controls, and best practices to identify areas for improvement. By implementing improvements based on her assessments, Tranice has increased productivity, better managed risks, and fostered a culture of continuous improvement. Her skills in this area has been instrumental in supporting the strategic goals of the finance teams she has assessed.

Customized Report Builder for Companies

She is also skilled in customized report building for companies. She has developed bespoke financial reports tailored to specific business needs and objectives, providing critical financial insights. By creating key performance indicators (KPIs), budget analyses, and cash flow projections, Tranice has empowered management to make data-driven decisions. Her customized reporting solutions have enabled companies to achieve their financial goals and maintain a competitive edge in the industry.

EDUCATION

Bachelor of Science in Accounting, 2017, University of New Orleans, LA



NICOLE MATTIER

704.839.9284 | nicole.mattier@eisneramper.com
Manager

Nicole Mattier is a Manager in the firm's Consulting Services Group and a member of the firm's Change Management Team.

Nicole is a multi-faceted leader with 20 years of experience from within the corporate financial sector and has delivered solutions for process improvement initiatives and has also implemented new internal-facing technology products and workflow capabilities. Nicole has also provided project oversight for projects of various sizes and is a skilled policy manager that has supervised and directed policy and procedure teams.

RELEVANT PROJECT EXPERIENCE

Project Management Office Governance Consultant, February 2024 – March 2025

- Coordinate project management governance strategy for the Google Building Infrastructure Protection Services Team with Google Security Resiliency Service organization by establishing a PMO framework for architectural building security components across the globe, developing protocols, and overseeing the standardization of procedures
- Drive the progression of 7 key focus areas by collaborating with senior leadership and various stakeholders to produce a 40% target completion within 2 months
- Produced the communication and sustainment strategy for the Design, Deployment, and Sustainment for over 200+ security projects
- Supervise the design and automation of dashboards and trackers for project health assessment
- Identify the appropriate business and vendor resource needs, functional skills, and competencies essential for supporting organizational goals
- Manage small operational projects and tasks and facilitate familiarization sessions for newly implemented tools, technologies, and processes

Operational Change Manager, July 2022 – September 2023

- Directed strategic meetings with Executive Leaders, Front-Line Unit Managers, Risk and Compliance partners, IT, and various business functions within Mortgage sub-servicing to establish an OCM process using Prosci methodology and expand into an Enterprise-wide program
- Managed, trained, and supported a team of 6 Change Management Coordinators to achieve business process improvements by making decisions in highly complex and multifaceted situations, facilitating decision-making and issue resolution, and leading the implementation of developed solutions and plans
- Led a team of 7 Procedure Writers that developed and maintained all communications procedures, job aids, company policies, and programs to align with regulatory requirements and OCC standards
- Partnered with the Regulatory Change Team to integrate regulatory policy changes with OCM to improve oversight of the Regulatory and Compliance process and optimize efficiency and connectivity
- Collaborated with Business Control Managers, Directors, and Front-Line Unit Managers to assess impacts on RCSAs, analyze risks of operational changes, and assist in creating or updating corresponding controls to mitigate risks

SPECIALTIES

- Change Management
- Policy and Procedure Design
- Project Governance
- Strategic Planning
- Risk Management

CREDENTIALS/EDUCATION

- Strayer University, MBA Business Administration
- Albany State University, B.S. Business Management

Senior Change Management Coordinator, September 2021 – July 2022

- Founded and developed an Operational Change Management Program to ensure cross-functional engagement, awareness, and preparedness within the organization and execute processes to support the adoption of changes for alignment with OCC requirements
- Spearheaded the development of the policies, program, and charter for the OCM Team
- Designed and created presentations, user guides, job aids, procedures, and computer-based training material for existing and future organization employees

Technology and Operations Risk Governance Liaison, March 2021 – August 2021

- Worked within the Enterprise Governance Team to oversee the development of business process-related solutions, determine strategies, and produce plans/proposals for project efficiency
- Established a new compliance risk assessment process for Enterprise Compliance Risk partners to assess risk for newly identified technology Epics

Business Support Consultant, April 2017 – December 2020

- Managed the Change Control process for the Enterprise Project Management Office within Consumer Lending Mortgage Servicing by assessing risk impacts for new processes and procedural updates and communicating necessary changes
- Developed and performed a compliance review process for project managers to ensure regulatory policies and standards were met and risk was minimized after project implementation resulting in an increased accuracy score from the 70th to the 90th percentile
- Created a process for tracking and evaluating performance and risks for over 155+ individual projects by assessing, coordinating, and delivering bi-weekly surveys, identifying key performance indicators (KPIs) from the data, and effectively presenting results to senior leaders.
- Produced user stories to drive results and articulate the benefits of epics via scrum and kanban models

Jeffrey C Zarr

Senior Consultant, Zarr Transportation Consulting

(941) 780-0751
Jeff.zarr@zarrtransportationconsulting.com
Sarasota, FL
Jeff Zarr LinkedIn

EDUCATION

MS Urban Planning |1987
Milwaukee University - Transportation Emphasis
Milwaukee, WI

BA Political Science |1985
UW Whitewater
History/Management (minors)
Whitewater, WI

SKILLS

- Paratransit Operations
- Paratransit Technology
- Microtransit Technology
- Process Improvement
- Project Management
- Mobile/Web Technology
- Business Analysis
- In-Vehicle Technology
- RFP Development
- Contract Management
- Strategic Planning
- Sales & Marketing

Recognitions

2013 - 2021

Trapeze Academy
Executive Training Program for Trapeze (6X attendee); also, Global Transit Summitt participant (5X attendee)

2005 - 2010

CSU Academy
Executive Training program for Constellation Software (parent company of Trapeze)

CAREER OBJECTIVE

My career is closer to its conclusion than it is to its beginning. Reflecting on my 38 years in the industry, I want to share my industry knowledge and experiences with others and continue to make a difference in the lives of people who use public transportation throughout North America.

EXPERIENCE

Moovit, Director of Sales Engineering

February 2021 – April 2024

- Provided industry insight to leadership guiding global product development, delivery, pre-sales activities and marketing.

Trapeze, Senior Consultant - Demand Response

May 2013 – February 2021

- Provided operational and technical consulting services to Demand Response agencies throughout North America.
- Provided Demand Response agencies with business analytics and improved transit operations at over 100 agencies in North America

MV Transportation – Special Projects Manager

April 2010 – May 2013

- Corporate resource providing operational and technical services to MV properties throughout North America including Washington DC, Baltimore, Atlanta, Orange County California and Vancouver, BC

Trapeze, Project Manager, Operations Manager - ITS

February 1999 – April 2010

- Began my Trapeze career as a Technical Project Manager delivering Paratransit projects throughout North America.
- Promoted to Operations Manager for Trapeze's ITS Division where I had Engineering, Product, Delivery and Marketing responsibilities for the Trapeze ITS Division.

Milwaukee County, Transit+ - Manager of Information Systems & Program Research

June 1986 – February 1999

- Managed the Information Technology and Transportation Research for the Transit+ program (Milwaukee County's Paratransit program). Responsibilities included IT infrastructure and Application support, transit planning, operations analysis and contract compliance.

Ronnie L. Slone

President

The Slone Group, LLC



Professional Summary

Ronnie Slone is the Founder and President of The Slone Group, a consulting firm specializing in organizational development and training for expanding businesses and organizations. Ronnie possesses more than thirty years of experience in operations management, human resources, training, and professional staffing services. Ronnie is an instructor for the Goldman Sachs 10,000 Small Companies Program at Delgado Community College and the national cohorts at Babson College (He teaches Module #4 “You Are The Leader” and Module #5 “It’s People”). He has served as interim executive director of both the Jefferson Chamber of Commerce and the Trinity Community Center. Ronnie also facilitates the Baton Rouge Area Chamber’s Drive Minority Business Accelerator.

With all of his professional accomplishments, Ronnie is committed to contributing his time, abilities, and resources to young people in this region. In addition to many volunteer hours with local schools, non-profits, and churches, he was instrumental in the 2010 chartering of JCFA, a school aimed to provide at-risk students with a tailored, technology-based curriculum, internship opportunities, and community college experience. His passion is dealing with high school children and assisting them with the transition to adulthood.

Education

He obtained his Bachelor of Science degree in Business Administration from the University of New Orleans. Ronnie is an Advanced Associate of Emergenetics International (a framework used to increase both personnel and team effectiveness). He also hold a DE&I Certification from University of South Florida’s MUMA College of Business.

Summary of Qualifications

- Demonstrated ability in the United States Marine Corps (10 years) and civilian capacities to work effectively as a team leader and team player
- Organizational Development and Training
- Business Consultant
- Executive Coaching
- Facilitator/Keynote Speaker
- Proven track record of successful branch management/operations and business development/sales and marketing

Community Involvement

Ronnie’s overarching goal in each of his professional undertakings is to construct companies, a workforce that is prepared for life after graduation, and communities where residents may live, work, and raise a family. This dedication is seen in his work with numerous organizations, including:

UnitedWay Southeast Louisiana, Chairman; Chairman of Campaign Cabinet
Louisiana Board of Commerce and Industry
Discovery Health Sciences Academy, Vice-Chair
Jefferson Community Foundation
Past Board Chair, CASA Jefferson Inc, Jefferson Chamber of Commerce
Former Board Member, GNO Inc (on Policy and Human Capital Committees), Committee for a Better Jefferson, River Region Chamber of Commerce, Past Commissioner City Park New Orleans, Interim Executive Director - Jefferson Chamber of Commerce and Trinity Community Center

Diane Jackson, SHRM-CP



Education/ Certifications

Bachelor of Science, Biological Studies **2007**
Society for Human Resources Certification **2015**
*certified until 2027

Professional Experience

The Slone Group, LLC **2007 - Present**

Past Accomplishments

Project Management

- Developed year-long logistics and communications plans for Leadership Jefferson (2009-2014) and **Leadership River Region** (2014-present), ensuring seamless coordination of speakers and participants.
- Led recruitment and programming efforts for **Chamber Leadership Programs**, managing participant cohorts, session development, and curriculum continuity.
- Created and managed **program budgets** and set annual sponsorship goals to support program sustainability.
- Served as **Program Lead** for the **Jefferson Chamber Youth Leadership Program,** guiding 50+ high school juniors and seniors through a 9-month experiential learning program focused on civic engagement.
- Designed **customized leadership program models,** moving away from a "plug-and-play" approach to create unique, high-impact experiences.
- Branded and enhanced leadership programs to strengthen participant engagement and long-term impact.
- Designed and coordinated contract employees for **mystery parker/rider programs** for **Regional Transit Authority, Jefferson Parish Transit, and New South Parking at MSY Airport.**

Human Resources Consulting

- Developed and implemented **recruitment, hiring, and onboarding processes** for a local private firm, securing **TSG Firm's first direct HR consulting contract.**
- Revised and developed **employee handbooks, policies, and best practices**, aligning them with organizational mission and vision.
- Provided **executive coaching** to C-suite executives, HR Directors, and direct support staff.

Leadership and Program Development

- Developed initial work plans and program manuals for **Leadership River Region** and the **Jefferson Chamber Youth Leadership Program.**
- Designed and facilitated a **6-month middle management training course** for the **Regional Transit Authority** (2017/2018).
- Developed an **organizational development and training plan** for the **Port of New Orleans,** securing **TSG Firm's largest contract to date.**
- Created and led a **5-week intensive skills training course** for the **Sewerage and Water Board of New Orleans'** new and middle managers.
- Designed and facilitated an **8–12-month leadership program, H20 Academy (now Leadership Essentials),** for the **Sewerage and Water Board of New Orleans.**

Strategic Planning, Development, and Reporting

- Drafted a **system-wide DEI work plan** for the **Louisiana Community and Technical College System,** advancing racial equity commitments.
- Provided **pro bono HR consulting** to the **St. Bernard Chamber of Commerce,** assisting in achieving **LACCE accreditation (2022).**
- Co-facilitated **strategic planning sessions** for local and private firms, in collaboration with **TSG President.**

Human Resources/ Civic Memberships

River Region Chamber of Commerce, Board Secretary and Board Chair	2019 - Present
New Orleans African American Museum, Nominating Committee Chair	2020 - Present
Jefferson RISE Charter School, Academic Achievement Committee Chair and Board Chair	2016 - 2021
Jeffereson Chamber of Commerce, Education Committee Chair and Youth Leadership Program Coordinator	2010 - 2014
NOLA SHRM, Member	2022
Court Appointed Special Advocate (CASA)®, Jefferson CASA Inc	2016 - 2018



Ben West

ACCOUNT DIRECTOR

Education & Background: Louisiana State University / Mass Communication & Advertising

Passion: bringing teams together to complete a project through communication and problem-solving

Clients: GNO, Inc., Drago's Restaurant, Gretna Fest, Camellia Brand, CC's Coffee House, Abita Brewing, Reily Foods, Visit South Walton, Patient Plus Urgent Care, Fireball Whisky, Entergy

Secret Talent: no matter the occasion, I have a playlist ready for you

Beyond the Office: dad, amateur cook, music lover, and charity bbq-er



Mac Alsfeld

SENIOR BRAND STRATEGIST & COPYWRITER

Education & Background: LSU / English, Creative Writing; 10+ years writing and directing comedic content; former Head of Content at JokeTown

Passion: writing and directing compelling commercials & content centered on the vision of brand promotion; creating diverse ad campaigns; devising & implementing robust strategies for social platforms to attract a targeted audience

Clients: Apple, Amazon, Chipotle, Discovery Channel

Secret Talent: served as Melissa McCarthy's comedy writer for 6 yrs; wrote & produced Paris Hilton's Netflix show, "Cooking with Paris"

Beyond the Office: enjoys long walks on the internet and deep conversations with his 2-year-old



Jennie Diemont

PRESIDENT
CHIEF CREATIVE OFFICER

Education & Background: University of Pennsylvania / Communications & French; founder of Deep Fried

Passion: bringing multi-disciplinary teams together, to tackle huge challenges, deliver outstanding creative, and grow businesses

Clients: Clover, Walton Family Foundation, The River District, Aunt Sally's Pralines, JEDCO, Tulane Doctors, Voodoo Music Experience, French Market

Secret Talent: using everything in the refrigerator to create dishes without recipes

Beyond the Office: active board member on several non-profits, mom of two; estate sale treasure hunter; wannabe boxer, drummer & screenwriter



Kevin Diemont

CHIEF OPERATING OFFICER

Education & Background: Southeastern Louisiana University / International Business

Passion: love solving complex issues for our clients and bringing a strong return on their investment

Clients: E Pluribus Unum Fund, Walton Family Foundation, Firemen's Federal Credit Union, Maritime Partners, Associated Terminals, N. O. Jazz Museum

Secret Talent: pretty darn good whistler

Beyond the Office: dad of two amazing boys, foodie, love getting out on the golf course, outdoorsman

08

SUPPLIER SUBMISSION CHECKLIST



BUY AMERICA

CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder or proposer hereby certifies that it will comply with the requirements of section 165(a) of the Surface Transportation Assistance Act of 1982, as amended, and the applicable regulations in 49 CFR part 661.

Date 03/17/2025

Signature 

Company Name Landmark Consulting, LLC

Title Senior Principal

RTA Project No. RFQ-2025-008

NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH OF Jefferson

Keely Thibodeaux, being first duly sworn, deposes and says that:

(1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Landmark Consulting, LLC, the Contractor that has submitted the attached bid;

(2) Such Bid is genuine and is not a collusive or sham Bid.

(3) The attached bid is not made in the interest of or on behalf of any undisclosed person, partnership, company association, organization or corporation; that such bid is genuine and not collusive or sham; that said bidder has not, directly or indirectly, induced or solicited any other bidder to put in a false or sham bid, and has not, directly or indirectly colluded, conspired connived or agreed with any bidder or anyone else to put on a sham bid, or refrain from bidding; that said bidder has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of said bidder or any other bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other bidder, or to secure any advantage against RTA or anyone interested in the proposed contract; that all statements contained in such bid are true; that said bidder has not, directly or indirectly, submitted his bid price or any breakdown thereof or the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly, any money or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual; and further that said bidder will not pay or agree to pay directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any individual, for aid or assistance in securing contract above referred to in the event the same is awarded to said bidder.

Signed: K Thibodeaux

Title: Senior Principal

Sworn to me and subscribed in my presence this 17th day of March, A.D., 2025

NOTARY PUBLIC

Z. DIETERICH
Notary Public
Notary ID No. 130631
Jefferson Parish, Louisiana

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

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

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

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

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

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

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

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

COMPANY Landmark Consulting, LLC

ADDRESS 525 St. Charles Ave. Suite 330, New Orleans, LA 70130

DATE 03/13/2025

Signature of Offeror's Authorized Representative

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY T.Y. Lin International

ADDRESS 200 S. Wacker Dr. Suite 1400

DATE 3/19/2025

Stacey Meekins

Signature of Offeror's Authorized Representative

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY Knowledge Architects, Inc

ADDRESS 3365 Piedmont Rd NE, Suite 1400 Atlanta, GA 30305

DATE 03/18/2025

Signature of Offeror's Authorized Representative

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

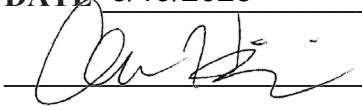
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY EAG Gulf Coast, LLC

ADDRESS 1001 United Plaza Blvd., 10th Floor, Baton Rouge, LA 70809

DATE 3/19/2025



Signature of Offeror's Authorized Representative

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY: Zarr Transportation Consulting LLC

ADDRESS: 7808 114th Avenue East, Parrish, FL 34219

DATE: March 18th, 2025

Signature of Offeror's Authorized Representative

Jeffrey C. Zarr,

Founder and Member

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY The Slone Group

ADDRESS 6660 Riverside Dr #203, Metairie LA 70003

DATE 3/19/2025

Ronnie Slone

Signature of Offeror's Authorized Representative

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

1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

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

3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY Deep Fried Advertising, LLC.

ADDRESS 4109 Tchoupitoulas St. New Orleans, LA 70115

DATE 03/19/2025



Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Keely Thibodeaux, Senior Principal hereby certify on
(Name and Title of Offeror Official)

behalf of Landmark Consulting, LLC that:
(Name of Offeror)

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation renewal, amendment , or modification of any Federal contract, grant, loan or cooperative agreement.

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

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

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

Executed this 17th day March, 2025.

BY K Thibodeaux

Witnesses: _____
(Signature of Authorized Official)

Z. Dieterich
(Title of Authorized Official)

Z. DIETERICH
Notary Public
Notary ID No. 130631
Jefferson Parish, Louisiana

Sworn to and subscribed before me on this 17th day of March, 2025.

Notary Public In and For Jefferson Parish/County

State of Louisiana

RTA Regional Transit Authority

DBE FORM 1 - CONTRACT PARTICIPATION AND DISADVANTAGED BUSINESS ENTERPRISE (DBE) COMMITMENT (CONTINUED)

Project Title: RTA Standard Operating Procedure Development Project No.: RFQ-2025-008

Project Type (Specify DBE or SLDBE) DBE DBE Contract Goal 34.61 %

A. FIRM ROLE (Prime, sub-tier 2, sub-tier 3 manufacturer, supplier, etc.)	B. FIRM NAME AND ADDRESS	C. PRINCIPAL CONTACT NAME AND PHONE NUMBER	D. WORK TO BE SUBCONTRACTED/ GOODS/SERVICES TO BE PURCHASED	E. % VALUE OF WORK/ PURCHASES	F. DBE, SLDBE, OR non-DBE
Prime	Landmark Consulting, LLC	Keely Thibodeaux 504-524-8880	N/A	45 %	DBE
Sub-tier 2	The Slone Group	Ronnie Slone 504-220-2122	N/A	5 %	DBE
Sub-tier 2	TYlin	Megan Huff 215-360-6375	N/A	20 %	Non-DBE
Sub-tier 2	Knowledge Architects	Lareisha Finney 678-218-7605	N/A	10 %	Non-DBE
Sub-tier 2	EisnerAmper	LeAnn Ragusa 225-284-6490	N/A	10 %	Non-DBE
Sub-tier 2	Zarr Transportation	Jeff Zarr 941-780-0751	N/A	5 %	Non-DBE
Sub-tier 2	Deep Fried	Kevin Diemont 504-324-9569	N/A	5 %	Non-DBE
				%	

TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES:	N/A	100 %	50 %
	Enter Total Bid Amount	Total Must Equal 100%	Total DBE Participation
TOTAL VALUE OF PARTICIPATION:	$ N/A	100 %	50 %

**Supplier/Manufacturer/Purchase/Dealer work is counted at 60% participation toward DBE goal.*

**Total DBE participation is less that the goal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBE-certified with an authorized agent of the LAUCP to count participation towards the goal.*

The undersigned prime firm will enter into a formal written agreement with the subcontractors I consultants/vendors identified herein for work and/or goods and services as shown in this schedule, conditioned upon the execution of a contract with the RTA. The undersigned agrees to be contractually bound to maintain the level of DBE participation set forth above. Failure to comply with this agreement constitutes breach of contract.

Signature: K Thibodeaux Date: 3/21/2025

Printed Name: Keely Thibodeaux Title: Senior Principal

Revised December 17, 2018. Previous versions obsolete.

RTA Regional Transit Authority

DBE FORM 2 - DBE PARTICIPATION QUESTIONNAIRE

INSTRUCTIONS: Unless otherwise instructed by the Bidding Documents, this form must be submitted at time of Submission. This information is to be collected and documented for all federally-funded projects as required by the Department of Transportation 49 CFR Part 26. All items requested on the form are required. If an item is not applicable, respondents shall enter *N/A*. Each prime firm participating as a joint venture should complete a separate form and indicate (Item 9) that the response is a joint venture.

1. Project name, project number and date of submittal:	2. Official name of firm:	3. Address of office to perform work:
RTA Standard Operating Procedure Development RFQ-2025-008 3/25/2025	Landmark Consulting, LLC Indicate if prime or subcontractor: Prime	525 St Charles Avenue, Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans, LA	6. Age of firm: 14 Years

7. Name, title, and telephone number of principle contact:
Keely Thibodeaux
Senior Principal
504-524-8880

8. Indicate Special Status:

- ☒ Small Business
- ☒ Minority-Owned Business
- ☒ Woman-Owned Business
- ☐ SLDBE certified
- ☐ LAUCP certified*
- ☒ SBE certified*

*A firm participating as a DBE or SBE must be certified by the Louisiana Unified Certification Program (LAUCP) by the date of submittal. Current letter of certification shall be attached.

9. Is this submittal a joint venture (JV)? ☐ Yes ☒ No

If yes, have the firms worked together before? ☐ Yes ☐ No

10. Summary of firm's annual revenues (insert index number):

Last Year 4 2 Years Ago 4

3 Years Ago 4

Ranges of annual revenues received:

1. less than $500,000
2. $500,000 - $1,000,000
3. $1,00,000 - $2,000,000
4. $2,000,000 - $4,000,000
5. $5,000,000 - $6,000,000
6. $6,000,000 or greater

☒ I have reviewed the attached DBE Form I Schedule of Contract Participation and DBE Commitment, and confirm that the scope and price described was fairly negotiated. I further affirm that my firm is ready, willing, and able to perform the work as described and according to the requirement of the bid specifications.

☒ I do solemnly declare and affirm under the penalties of perjury that the contents of this document are true and correct, and that I am authorized on behalf of this firm to make this affidavit.

Signature: KThibodeaux Date: 03/21/2025

Print Name: Keely Thibodeaux Title: Senior Principal

Revised December 17, 2018. Previous versions obsolete.

RTA Regional Transit Authority

DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

RESPONDENTS TO RFPS AND RFQS: This completed form must be furnished with your proposal. You must complete every section of the form or your proposal will be deemed non-responsive. If a section is not applicable to your proposal, you must explain why it is not applicable or your proposal will be deemed non-responsive. You must submit your response on the DBE Responsiveness Form 4 or your proposal will be deemed non-responsive. You may use additional pages as warranted.

RFP/RFQ/Solicitation #: RFQ-2025-008 Date: 03 / 25 / 2025

Description: Standard Operating Procedure Development

Name of Respondent: Landmark Consulting, LLC

Please check the appropriate space:

☒ The proposer is committed to the contract goal of 34.61 % DBE utilization on this contract. (If selected, you must complete and submit DBE Compliance Form 1 and 2 in order to be awarded a contract.)

☐ The proposer is unable to meet the DBE contract goal, however is committed to a minimum of _____% DBE utilization on this contract and will submit documentation demonstrating good faith efforts. (If selected, you must complete and submit DBE Compliance Forms 1 and 3 and DBE Compliance Form-2 if applicable along with all required supporting documentation in order to be awarded a contract.)

SECTION I - DBE COMMITTEMENT TO CONTRACT GOAL: You must list all DBE firms that you have identified to participate on the contract. PLEASE NOTE: Every DBE firm listed MUST be utilized on the project. To remove and/or replace a DBE firm you must submit a request for removal and substitution and you must receive approval from the DBELO to remove and/or replace the firm.

DBE FIRM & NAME of DBE	PHONE	SOURCE OF CERTIFICATION (SLDBE or LAUCP)	SCOPE OF WORK TO BE PERFORMED BY THE DBE	VALUE of PROPOSED CONTRACT with DBE (If Known)	ESTIMATED % OF TOTAL CONTRACT
1.Landmark Consulting, LLC	504-524-8880	LAUCP	Prime - SOP Development	$	45 %
2.The Slone Group	504-220-2122	LAUCP	Human Resources SOP Development	$	5 %
3.				$	%
4.				$	%
5.				$	%
6.				$	%
7.				$	%
8.				$	%
TOTALS				$	50 %

RTA Regional Transit Authority

DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

SECTION II - DBE AFFIRMATIONS: For the DBE firms listed above, please provide the name and signature of the firm's authorized representative.

NAME OF DBE FIRM	PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	DATE
Landmark Consulting, LLC	Keely Thibodeaux		03/24/2025
The Slone Group	Ronnie Slone		03/24/2025

SECTION III - SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR: If you have not identified DBE firms for attainment of the DBE goal and have not listed a commitment to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must list all selected scopes or portions of work that you identified to be performed by DBE(s) and the estimated percentage value of each scope of work identified in order to increase the likelihood of meeting the contract goal for this project.

	SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION	ESTIMATED % OF CONTRACT VALUE
1.	Landmark Consulting, LLC - Infrastructure and Capital Project SOP Lead, Task Coordination & oversight,	
2.	Stakeholder Management, Program Management	45%
3.	The Slone Group - Human Resources Consulting & SOP Development	5%
4.		
5.		
6.		
7.		
8.		
TOTAL		50%

RTA Regional Transit Authority

DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

SECTION IV - PAST PERFORMANCE: You must provide details of you firm's past performance in compliance with DBE goals.

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	DBE OFFICE VERIFICATION
	Please see below			

SECTION V - OTHER: If you have not identified DBE firms for attainment of the DBE goals and have not listed commitments to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must provide narrative details of any other efforts your firm will conduct to attain the DBE goal.

Section IV: Landmark Consulting is certified as a Disadvantaged Business Enterprise (DBE) and historically has not been required to separately demonstrate compliance with DBE participation goals when we are the prime consultant on projects such as the one described in RFQ 2025-008. Landmark Consulting along, along with its sub-consultant The Slone Group, exceeds the minimum DBE participation requirements established in the RFQ.

LOUISIANA DEPARTMENT OF TRANSPORTATION & DEVELOPMENT

Office of the Secretary
PO Box 94245 | Baton Rouge, LA 70804-9245
ph: 225-379-1200 | fx: 225-379-1851

Jeff Landry, Governor
Joe Donahue, Secretary

August 28, 2024

Landmark Consulting, LLC
Attn: Keely Thibodeaux, President
525 St. Charles Avenue Suite330
New Orleans, LA 70130

Dear Keely Thibodeaux:

The Louisiana Department of Transportation and Development (LADOTD) has received your firm's Disadvantaged Business Enterprise (**DBE**) and Small Business Element **(SBE)** Declaration of Eligibility. Based on the information, which you provided, it has been confirmed that your firm continues to meet the eligibility requirements of our program and remains certified for **only** the following **specific** work categories **that fall under the listed NAICS and/or DOTD Work codes**:

NC541310 – Architectural Services
C88 – Architectural Services
NC541611 – Administrative Management and General Management Consulting Services
C10 – Management
C74 – Construction Management
NC541618 – Other Management Consulting Services
NC541690 – Other Scientific and Technical Consulting Services

Please note that per the federal regulations, suppliers only receive 60% goal credit towards the materials they provide. Also, note that any contractor performing work in excess of $50,000 with the exception of electrical, mechanical and plumbing requires A Louisiana Contractor's License, which are required to have a license if work is in excess of $10,000. You may contact the State Licensing Board for Contractors at (225) 765-2301 for more information. All participants of the Louisiana Unified Certification Program will recognize your firm's certification. This includes all entities receiving federal transportation funding within the boundaries of our state.

You will be required to submit a **Declaration of Eligibility** with Gross receipts **(i.e. all income-related portions of signed federal tax returns, audited financial statements or a CPA's signed attestation of correctness and completeness)** stating your firm continues to meet the eligibility requirements of the program. An email informing you to submit the necessary documentation will be forwarded to you approximately six (6) weeks prior to your anniversary date of **August 30, 2025**. However, should you not receive notification from this office for your Declaration of Eligibility; it is your responsibility to contact us. Additionally, you must notify our office immediately regarding any changes, which affect the social and economic disadvantage, size, ownership or control of your firm.

The Department has contracted with Urban League of Louisiana Center for Entrepreneurship & Innovation to provide DBE Supportive Services to all certified DBEs at no cost to you. This consultant can offer your firm assistance and guidance on areas such as marketing, estimating, bidding, financial preparations, etc. Contact Klassi Duncan with Urban League of Louisiana Center for Entrepreneurship and Innovation at (504) 620-9647 for any assistance needed to grow your organization.

The Louisiana UCP certifying entity reserves the right to withdraw this certification, if at any time, it is determined that **DBE and SBE** certifications was knowingly obtained by the submission of false, misleading or incorrect data. The Louisiana UCP certifying entity also reserves the right to request additional information and/or conduct an on-site visit at any time during your certification period.

We are pleased to have you as a participant in the LAUCP and wish you much success.

If you have any questions regarding the content of this letter, contact the LADOTD DBE Certification Unit at (225) 379-1382.

Respectfully,

Rhonda Wallace

Rhonda Wallace
DBE/SBE Programs Manager

Enclosure (Certificate)

RTA

DOTD
LOUISIANA DEPARTMENT OF TRANSPORTATION & DEVELOPMENT

LOUIS ARMSTRONG NEW ORLEANS INTERNATIONAL AIRPORT

LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise Program (DBE)

Small Business Element (SBE)

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations & under the State of Louisiana United Certification Program (LAUCP)

Landmark Consulting, LLC

Is a Certified Disadvantaged Business Enterprise (DBE) & Small Business Element (SBE) in the following specialties:

NC541310, NC541611, NC541618, NC541690

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: July 2024 to July 2025

This certificate is valid through the above date provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.

Rhonda Wallace

Rhonda Wallace, DBE/SBE Programs Manager

RTA
Regional Transit Authority

April 18, 2024

The Slone Group
Ronnie Slone
6660 Riverside Drive
#203
Metairie, La 70003

Dear Mr. Ronnie Slone:

The Regional Transit Authority (RTA) have received your firm's Disadvantaged Business Enterprise (**DBE**) and Small Business Enterprise **(SBE)** annual affidavits. Based on the information, which you provided, it has been confirmed that your firm continues to meet the eligibility requirements of our program and remains certified for **only** the following **specific** work categories **that fall under the listed NAICS and/or DOTD Work codes**:

NC611710	**Educational Support Services**
NC611699	**All Other Miscellaneous Schools and Instruction**
NC611430	**Professional and Management Development Training**
NC561312	**Executive Search Services**
NC561110	**Office Administrative Services**
NC541990	**All Other Professional, Scientific, and Technical Services**
NC541611	**Administrative Management and General Management Consulting Services**
NC541910	**Marketing Research and Public Opinion Polling**
NC541870	**Advertising Material Distribution Services**
NC541613	**Marketing**
NC541612	**Human Resources Consulting Services**

Please note that per the federal regulations, suppliers only receive 60% goal credit towards the materials they provide. Also, note that any contractor performing work in excess of $50,000 with the exception of electrical, mechanical and plumbing requires A Louisiana Contractor's License, which is required to have a license if work is in excess of $10,000. You may contact the State Licensing Board for Contractors at (225) 765-2301 for more information. All participants of the Louisiana Unified Certification Program will recognize your firm's certification. This includes all entities receiving federal transportation funding within the boundaries of our state.

You will be required to submit an annual affidavit with all supporting documents (**Business taxes with all attachments, such as 1098, 1099, K-1's and/or W-2's**) stating your firm continues to meet the eligibility requirements of the program. An email informing you to submit the necessary documentation will be forwarded to you approximately six (6) weeks prior to your anniversary date of **April 18, 2025**. However, should you not receive notification from this office regarding your annual affidavit, it is your responsibility to contact us.

RTA
Regional Transit Authority

Additionally, you must notify our office immediately regarding any changes which affect the social and economic disadvantage, size, ownership or control of your firm.

The LADOTD has contracted with Urban League of Louisiana Center for Entrepreneurship & Innovation to provide DBE Supportive Services to all certified DBEs, in the LAUCP, at no cost to you. This consultant can offer your firm assistance and guidance in areas such as marketing, estimating, bidding, financial preparations, etc. Contact Klassi Duncan with Urban League of Louisiana Center for Entrepreneurship and Innovation at (504) 620-9647 for any assistance needed to grow your organization.

We reserve the right to withdraw this certification, if at any time, it is determined that **DBE and SBE** certifications were knowingly obtained by the submission of false, misleading, or incorrect data. We further reserve the right to request additional information and/or conduct an on-site visit at any time during your certification period.

We are pleased to have you as a participant in the LAUCP and wish you much success.If you have any questions regarding the content of this letter, contact the RTA DBE Office at (504) 827-8362.

Kind regards,

Keziah L. Cawthorne
DBE Program Administrator II

Enclosure (Certificate)

LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise Program

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations
& Under the State of Louisiana United Certification Program (LAUCP)

THE SLONE GROUP

Is a Certified Disadvantaged Business Enterprise (DBE) in the following specialties:

611710, 611699, 611430, 561312, 561110, 541990, 541611, 541910, 541870, 541613, 541612

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: April 18, 2024- April 18, 2025

This certificate is valid through the above date provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.

Keziah L Cawthorne

Keziah L. Cawthorne, DBE Program Administrator II

Regional Transit Authority

4.5 PLACE OF PERFORMANCE

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

(b) Landmark Consulting intends to utilize RTA's facilities located at 2817 Canal Street, New Orleans, LA 70119, for conducting employee interviews.

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

1.13 AWARD PROCEDURE

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

1.14 OFFERS

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

1.15 ADDENDA

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

Addendum No. 1, dated 3/17/2025

Addendum No. _____, dated _____

Addendum No. _____, dated _____

Landmark Consulting, LLC
Company Name

Company Representative

PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name Deep Fried Advertising, LLC.

Firm Address 4109 Tchoupitoulas St. New Orleans, LA 70115

Telephone Number 504-324-9569

Fax Number _____

E-Mail Address kevin@deepfried.com

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

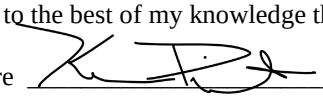
Age of the firm 20 years

Annual gross receipts of the firm $1,805,250

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541810

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

Signature 

Title Chief Operating Officer

Date 3/25/2024

RTA Project No. _____

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

PARTICIPANT INFORMATION FORM

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Firm Name Knowledge Architects, Inc

Firm Address 3365 Piedmont Rd NE, Suite 1400 Atlanta, GA 30305

Telephone Number 678-218-7605

Fax Number _____

E-Mail Address sjordan@ka-inc.net

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

Age of the firm 16 yrs

Annual gross receipts of the firm $1,093,243

Prime or Sub-Contractor Sub

NAICS code (s) 541611,541614,611420,611430,541511,541519

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

Signature _____

Title CEO

Date 03/25/2025

RTA Project No. RFQ 2025-008

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PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name Landmark Consulting, LLC

Firm Address 525 St. Charles Ave. Suite 330, New Orleans, LA 70130

Telephone Number 504-524-8880

Fax Number 504-524-8884

E-Mail Address keelyt@landmarkconsultingllc.com

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

Age of the firm 14

Annual gross receipts of the firm 3,688,690.19

Prime or Sub-Contractor Prime

NAICS code (s) 541310, 541611, 541618, 541690

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

Signature M Orbodeau

Title Member / manager

Date March 25, 2025

RTA Project No. RFQ-2025-008

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PARTICIPANT INFORMATION FORM

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Firm Name The Slone Group

Firm Address 6660 Riverside Drive #203, Metairie, LA 70003

Telephone Number (504) 220-2122

Fax Number (504) 324-0767

E-Mail Address ronnie@theslonegroup.com

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

Age of the firm 20 years

Annual gross receipts of the firm $250,000

Prime or Sub-Contractor Sub-contractor

NAICS code (s) 611710,611600,611430,561312,561110,541990,541611,541910,541870,541613,541612

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

Signature Ronnie Slone

Title President

Date March 25, 2025

RTA Project No. #2025-008

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PARTICIPANT INFORMATION FORM

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Firm Name T.Y. Lin International, Inc.

Firm Address 345 California St Suite 2300, San Francisco, CA 94104

Telephone Number (415) 291-3700

Fax Number _____

E-Mail Address megan.huff@tylin.com

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

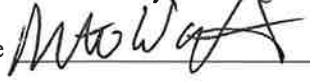
Age of the firm 42 Years

Annual gross receipts of the firm 536,879,802 (FY2024)

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541330

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

Signature 

Title Vice President
Date 03/25/25

RTA Project No. RFQ-2025-008

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Firm Name ZARR TRANSPORTATION CONSULTING LLC

Firm Address 7808 114th AVENUE EAST

Telephone Number 941 780 0751

Fax Number NONE

E-Mail Address jeff.zarr@zarrtransportationconsulting.com

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

Age of the firm 2023 (2 yrs)

Annual gross receipts of the firm < #1M annually

Prime or Sub-Contractor Subcontractor

NAICS code (s) 541162

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

Signature

Title Senior Consultant, Member

Date 3-25-2025

RTA Project No. RFQ 2025-008

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PARTICIPANT INFORMATION FORM

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Firm Name EAG Gulf Coast

Firm Address 8550 United Plaza, Suite 1001, Baton Rouge, LA 70809

Telephone Number 225.922.4600

Fax Number N/A

E-Mail Address Ann.Hilzim@eisneramper.com

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

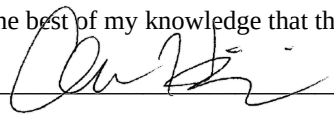
Age of the firm 76 years old

Annual gross receipts of the firm $1 billion (includes all EisnerAmper entities)

Prime or Sub-Contractor Sub-Contractor

NAICS code (s) 541219

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

Signature 

Title Partner

Date 3/25/2025

RTA Project No. RFQ 2025-008

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

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 RTA	1. Project name, project number and date of submittal: RTA Standard Operating Procedure Development RFQ 2025-008 03/25/2025	2. Official name of firm, indicate if prime or subconsultant: Landmark Consulting, LLC Prime	3. Address of office to perform work: 525 St. Charles Avenue, Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans, LA	6. Name, title, and telephone number of principal contact: Keely Thibodeaux, AIA Senior Principal 504-524-880	7. Name, title, and telephone number of project manager: Keely Thibodeaux, AIA Senior Principal 504-524-880
8. Specify Type of Business Entity: ◯ Corporation ◯ Proprietorship ◯ Partnership ◉ Limited Liability Corporation (LLC) ◯ Other _____	9. Indicate Special Status: ☑ Small business ☑ Minority-owned business ☑ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☐ SLDBE certified ☑ LAUCP certified	11. Is this submittal a joint venture (JV)? ◯ Yes ◯ No If so, has the JV worked together before? ◯ Yes ◯ No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)						
3	Administration						
	Project Managers						
							Total Personnel Domiciled in LA
							Total Personnel

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
The Slone Group	Human Resources SOP Development	Yes
TYlin	Transit Operations SOP Development Asset Management SOP Development	Yes - Previously Sam Schwartz
Knowledge Architects	Asset Management SOP Development Maintenance SOP Development	No
EisnerAmper	Finance SOP Development	No
Deep Fried	Marketing & Communications SOP Development	No
Zarr Transit Consulting	Asset Management SOP Development Transit Operation SOP Development	No

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Keely Thibodeaux, Senior Principal	a. Name and title: Camille Darbone
b. Position or assignment for this project: Project Manager	b. Position or assignment for this project: Technical Leader
c. Years of professional experience with this firm: 31 With other firms:	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization B. Architecture, 1996, Tulane University M. Architecture, 2004, Tulane University Leadership Training Harvard University, 2019	d. Education: College or University/ Degree / Year / Specialization Tulane University, BS, Civil Engineering, 1982
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered PROJECT MANAGEMENT PROFESSIONAL PMI #1278766 Registered Architect Louisiana 2004, #6087 Georgia, #15998 Texas, #22770 South Carolina #9515	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Keely Thibodeaux is a licensed architect and certified Project Management Professional with over 30 years of experience serving as a trusted advisor to diverse clients. Keely has successfully developed industry best practices, offering expert guidance to executives on regulatory compliance, strategic planning, program management, and technical support for state agencies, municipalities, and nonprofit organizations. Notably, she developed the Landmark Compliance Assurance Program (CAP), a systematic approach that employs rigorous project management techniques to ensure adherence to project scope, schedule, and budget. Keely has also served as Deputy Recovery Program Manager for the City of New Orleans and as FEMA Public Assistance Coordinator for Jefferson Parish, LA.	f. Experience and qualifications relevant to this project: Camille is an experienced Civil Engineer and Senior Project Manager qualified in the coordination, negotiation, estimating, implementation, and tracking of major commercial, industrial, and government construction projects. She has direct experience as a general contractor for residential and light commercial construction. Her experience as a designer and builder allows her to provide leadership and know-how to the contractors that will be on site. Ms. Darbone's keen sense of aesthetic, quality design, and attention to detail has garnered praise from her clients. Camille's strong financial analysis skills allow her to execute a detailed analysis of data needed to investigate cost variances and identify and recommend business alternatives when problems are encounter ed. Ms. Darbone has worked on over 32 City of New Orleans Disaster Recovery Projects – new builds and restorations, some of which were historic properties. Her professional attitude and respect for all project members (client, consultants, contractors, and vendors) results in a well-coordinated and successful project that meets the clients' requirements. Ms. Darbone has gained a wealth of experience as Deputy Program Manager for a six billion-dollar, water reclamation project in Louisiana and understands environmental codes, requirements, and protocol. Camille analyzes market conditions, identifies possible risks and significant factors that may have an impact on bids. Findings are quantified and provided within reports to aid in boosting project productivity, optimizing budgets, and ensure that all inputs and outputs are completed. Coordinating consultants and contractors from around the country, respecting cultural differences, and understanding that each member of the team contributes to the success of the project has been her greatest asset.

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
Federal Grants Compliance, Management Consulting Atlanta, GA City of Atlanta	Jerry Deloach 404-330-6684 jeldeloach@atlantaga.gov	Landmark is the prime contractor providing expert technical assistance for federal grants management, compliance, monitoring, reporting, and expert advisory services to the City of Atlanta and subgrantees for programs federally funded under the U.S. Treasury and FEMA.	Landmark is the prime contractor providing expert technical assistance for federal grants management, compliance, monitoring, reporting, and expert advisory services to the City of Atlanta and subgrantees for programs federally funded under the U.S. Treasury and FEMA.	2027	8,000,000.00	8,000,000.00
New Orleans Ernest N. Morial Convention Center New Orleans, LA Ernest N. Morial Convention Center	Adam Straight 504-582-3162 astraight@mccno.com	Landmark Consulting has been providing services to the Morial Convention Center of New Orleans (MCCNO) since June 2020. Landmark has functioned as the Owner's rep resentative, for the delivery of the defined Capital Improvement Program, as a prime contractor since As the Owner's representative, we are responsible for coordinating all project matters, including but not limited to all design and construction activities conducted by: Archi tects and Engineering Design Teams, Additional third-party consultants (if any), and CMAR (Construction Management at Risk). The services provided by Landmark have been instrumental in the progress of the proj ect to date.	Landmark has functioned as the Owner' s rep resentative, for the delivery of the defined Capital Improvement Program, as a prime contractor since As the Owner' s representative, we are responsible for coordinating all project matters, including but not limited to all design and construction activities conducted by: Archi tects and Engineering Design Teams, Additional third-party consultants (if any), and CMAR (Construction Management at Risk). The services provided by Landmark have been instrumental in the progress of the proj ect to date.	2028	13,000,000.00	
Port Authority of New York/New Jersey	Joseph A. Simenic Former Program Director Joe.Simenic@aecom.com 212-435-405	Change Management Plan Strategic Integration Transition Plan for Disaster Recovery Program Process Improvements: Document Control, Dashboard and Database Upgrades	Landmark is the prime for an on-call contract for disaster recovery consulting services and another for project management services.	2020	500,000.00	500,000.00

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
City of Atlanta COVID Financial Recovery/Federal Compliance	Landmark is the prime contractor providing expert technical assistance for federal grants management, compliance, monitoring, reporting, and expert advisory services to the City of Atlanta and subgrantees for programs federally funded under the U.S. Treasury and FEMA.	Prime	85	$8,000,000.00	$1,200,000.(
New Orleans Ernest N. Morial Convention Center	Landmark Consulting has been providing services to the Morial Convention Center of New Orleans (MCCNO) since June 2020. Landmark has functioned as the Owner' s rep resentative, for the delivery of the defined Capital Improvement Program, as a prime contractor since As the Owner' s representative, we are responsible for coordinating all project matters, including but not limited to all design and construction activities conducted by: Archi tects and Engineering Design Teams, Additional third-party consultants (if any), and CMAR (Construction Management at Risk). The services provided by Landmark have been instrumental in the progress of the proj ect to date.	Prime	55	$13,088,647.99	$8,507,537.(
Dillard University	Landmark provides Owner's rep resentative services to Dillard University for the delivery of their new $41M student dorm. We are responsible for coordinating all project matters, including but not limited to all design and construction activities conducted by: Architects, Engineering and Construction Teams, Additional third-party consultants (if any). The services provided by Landmark has been instrumental in the progress of the project to date.	Prime	75	$1,600,000.00	$402,422.48
City of Columbia, SC Flood Recovery and Program Management	"Landmark' s Compliance and Project Management teams are responsible for managing projects and grants for over 100 recovery projects including the Columbia canal, wastewater treatment plants, pump stations, collection and waterline systems that were damaged during a storm event (DR 4241) that flooded the City. The recovery plan includes capital projects which Landmark has designed work plans for, monitored from project initiation through closeout, performed cash flow analysis and tracking of federal grants, and implemented tools to effectively assist Landmark' s compliance team with successfully processing reimbursements of the Federal funding the City is entitled to."	Prime	65	$16,000,000.00	$3,000,000.0
Borough of Seaside Heights, NJ	Landmark Consulting is the disaster recovery consultant for the Borough and manages the project worksheet production, reimbursement and closeout claims. Landmark has obtained more payments from the State of New Jersey because of the Borough's documentation being in order. Our Compliance Assurance Program implemented a documentation system that codes all invoices to a project worksheet so that all eligible expenses were reviewed and included in a project worksheet. We successfully obtained $3 million hazard mitigation dollars for the famed boardwalk resulting in a stronger structure to prevent coastal erosion.	Prime	98	$500,000.00	$25,000.00

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

Landmark Consulting is a premier program management firm with extensive expertise in delivering infrastructure and capital projects. Our experience, specialized training, and capacity uniquely position us to support the Regional Transit Authority (RTA) in the development of updated Standard Operating Procedures (SOPs) that align with best practices and enhance operational efficiency. For the last two years, Landmark has been recognized by City Business as one of the Best Places to Work in New Orleans.

Landmark Consulting is prepared to leverage its extensive expertise and structured approach to support RTA in modernizing its SOPs. Our proven track record, deep understanding of regulatory requirements, and commitment to stakeholder collaboration make us an ideal partner for this engagement.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: Keely Thibodeaux

Date: March 25, 2025

Typed Name: Keely Thibodeaux

Title: member / manager

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 RTA	1. Project name, project number and date of submittal: RTA Standard Operating Procedure Development RFQ 2025-008 03/25/2025	2. Official name of firm, indicate if prime or subconsultant: TYlin Subconsultant	3. Address of office to perform work: 525 St. Charles Avenue, Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New York, NY	6. Name, title, and telephone number of principal contact: Megan C. Huff, PfMP Vice President 215-360-6375	7. Name, title, and telephone number of project manager:
8. Specify Type of Business Entity: (●) Corporation ( ) Proprietorship ( ) Partnership ( ) Limited Liability Corporation (LLC) ( ) Other _____	9. Indicate Special Status: [ ] Small business [ ] Minority-owned business [ ] Woman-owned business	10. Indicate certifications held regarding special status: [ ] SBE certified [ ] SLDBE certified [ ] LAUCP certified	11. Is this submittal a joint venture (JV)? ( ) Yes (●) No If so, has the JV worked together before? ( ) Yes ( ) No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)
	N/A - No full time staff on project Please see proposal resource availability chart				
					Total Personnel Domiciled in LA
					Total Personnel

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
N/A - Only applies to the Prime (Landmark Consulting, LLC)		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Megan C. Huff - Vice President	a. Name and title:
b. Position or assignment for this project: Technical Leader	b. Position or assignment for this project:
c. Years of professional experience with this firm: 7 With other firms: 25	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization Bachelor of Arts, Fine/Studio Arts Arizona State University	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered PfMP- Portfolio Management Professional	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Megan is the Vice President and Managing Principal of the Mobility Systems Division of TYLin, one of the leading rail, transit and public safety radio systems engineering consultancy firms in the United States. With more than 25 years of experience in the transportation industry, Megan has an extensive track record in end-to-end delivery of complex, high-priority projects on tight schedules within mission critical service organizations and a history of delivering value to the bottom line through process improvements and technology modernization. She has expertise in leading and directing technology-related strategic planning, project development and implementation across a variety of public transit agencies.	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
EAM Process Mapping & SME Charlotte, NC Charlotte Area Transit System		The Charlotte Area Transit System (CATS) is undertaking an implementation of an Enterprise Asset Management system across all functions in the organization.	– Analyze the existing conditions and adequacy. – Provide expert guidance pertaining to the best in transit solutions. – Provide a scoring of the relative health of CATS systems and infrastructure. – Provide recommendations on areas of improvements.	November 2025		
Intelligent Transportation Systems Subject Matter Expert Gardena California City of Gardena		GTrans has been providing safe, reliable and outstanding local bus service to Southern California's South Bay since 1940 when their first buses carried passengers traveling between Gardena and Downtown LA, making stops at popular destinations like Los Angeles City Hall and the Gardena Civic Center. GTrans now operates five bus routes in and around Gardena, connecting to major transportation centers and downtown Los Angeles.	TYLin is currently serving as the project manager and technical Subject Matter Expert (SME) for City of Gardena GTrans as they work on the procurement of a robust ITS system that includes a CAD/AVL system, real-time passenger information system, on-bus hardware for Transit Signal Priority, Scheduling system, Operations Management System, and Customer Communication system.	Ongoing		
Technology Health Assessment Des Moines, IL Des Moines Area Regional Transit (DART)		The Mobility Systems Division of TYLin conducted a Health Assessment of DART's systems and infrastructure, by interviewing team members across the organization to understand skill sets, processes and how technology is used by the various departments. The project team documented the challenges facing the business and the current state of the IT landscape.	– Analyze the existing conditions and adequacy. – Current state process mapping. – Provide expert guidance pertaining to the best in transit solutions. – Provide a scoring of the relative health of DART's systems and infrastructure. – Provide recommendations on areas of improvements.	May 2022		

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
N/A - Utilizing Prime Contractor Landmark Consulting, LLC New Orleans Office					

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

TYLin Mobility Systems is a leading provider of strategic planning, technology assessment, and process optimization services for transit agencies across North America. With more than 50 years of experience and over 400 successfully implemented technology solutions, TYLin specializes in operational technologies such as SCADA systems, CAD/AVL, and control room management. Their expert consultants, many of whom have direct transit agency experience, bring industry-specific knowledge to streamline operations, enhance efficiency, and align technology investments with agency goals. TYLin's ability to integrate innovative mobility solutions ensures that transit agencies remain at the forefront of industry advancements.

TYLin employs a structured, multi-phase technical approach to ensure smooth project execution and operational improvements. Their process begins with a thorough review of departmental roles and responsibilities, incorporating stakeholder consultations, organizational analysis, and document evaluations to identify inefficiencies and areas for enhancement. Their SOP assessment methodology includes leadership and staff interviews, policy and technology reviews, and benchmarking against industry best practices. Based on these findings, TYLin formulates targeted recommendations to improve compliance, efficiency, and safety, supported by structured improvement roadmaps, cost-benefit analyses, and risk assessments. The final phase of their approach focuses on implementation, including training, quick-reference materials, and iterative feedback mechanisms to ensure sustained operational effectiveness.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: Megan C Huff

Date: 03/25/25

Typed Name: Megan C Huff

Title: VP

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 	1. Project name, project number and date of submittal: RTA Standard Operating Procedure Development RFQ 2025-008 03/25/2025	2. Official name of firm, indicate if prime or subconsultant: Knowledge Architects Subconsultant	3. Address of office to perform work: 525 St. Charles Avenue, Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): Atlanta, GA	6. Name, title, and telephone number of principal contact: Sheila Jordan Staff & Organizational Development 404-849-2122	7. Name, title, and telephone number of project manager: Sheila Jordan Staff & Organizational Development
8. Specify Type of Business Entity: (●) Corporation ( ) Proprietorship ( ) Partnership ( ) Limited Liability Corporation (LLC) ( ) Other _____	9. Indicate Special Status: [ ] Small business [ ] Minority-owned business [✓] Woman-owned business	10. Indicate certifications held regarding special status: [ ] SBE certified [ ] SLDBE certified [ ] LAUCP certified	11. Is this submittal a joint venture (JV)? ( ) Yes ( ) No If so, has the JV worked together before? ( ) Yes ( ) No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)
	N/A - No full time staff on project Please see proposal resource availability chart				
					Total Personnel Domiciled in LA
					Total Personnel

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
N/A - Only applies to the Prime (Landmark Consulting, LLC)		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Sheila Jordan - Staff & Organizational Development	a. Name and title:
b. Position or assignment for this project: Technical Leader	b. Position or assignment for this project:
c. Years of professional experience with this firm: 20+ With other firms:	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization Instructional Technology, Masters, 2001 San Francisco State University/BA Human Resources Management	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Sheila Jordan is a Senior Consultant with over 20 years of experience in the areas of organizational development, training facilitation, process improvement, and program evaluation. As an experienced Management Consultant, she has helped clients navigate significant and complex transformational change and is recognized by clients as a skilled trainer, master facilitator, and excellent communicator, with proven ability to deliver outstanding results for Fortune 500 companies as well as academic, public sector, and union environments. Ms. Jordan has delivered practical solutions to complex engagements for Maintenance, Repair, and Operations Processes in Transportation and Industrial Manufacturing across the U.S.	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
Driving EAM System Implementation and Workforce Optimization at LACMTA Los Angeles County Los Angeles County Metropolitan Transportation Authority	Anthony Hernandez anthonyhernandez@kpmg.com **Principal** **610-517-4259**	LACMTA, one of Los Angele's leading public transport agencies, has partnered with KPMG, with Knowledge Architects as the subcontractor, to implement an Enterprise Asset Management System (EAMS) implementation and drive organizational change. This project aims to streamline business processes, improve operational efficiency, and enhance workforce capabilities by providing LACMTA with the necessary tools and training for a successful EAMS implementation.	SOP Development	Ongoing **Dec 2025**	**$20 Mil**	**$1.8 Mil**
Driving Operational Excellence and Workforce Transformation at MARTA Atlanta, GA	Peter Bruno Senior Director 404-427-6142 pbruno@itsmarta.com	The Metropolitan Atlanta Rapid Transit Authority (MARTA) stands as vital for metro Atlanta, delivering essential bus and rail services since 1972. As MARTA embarks on a transformative journey in 2025 with the introduction of its state-of-the-art CQ400 rail cars and the modernization of its fleet, Knowledge Architects, LLC (KA) is uniquely positioned to ensure a seamless transition and optimize operational performance.	Technical Training Program and Business Processes Optimization Strategic Organizational Change Management Implementation Oversight	Ongoing **May 2025**	**$220,000**	**$220,000**

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
N/A - Utilizing Prime Contractor Landmark Consulting, LLC Office	N/A - Only applies to Prime Contract with Landmark Consulting, LLC				

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

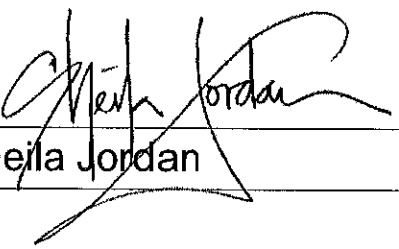
Knowledge Architects Inc. (KA) is a women-owned professional services firm based in Atlanta, GA, specializing in Workforce Development, Process Improvement, Training, and Organizational Change Management. With a strong track record of supporting government and transit-focused clients, KA brings deep expertise in streamlining processes and simplifying knowledge acquisition to drive successful transformation initiatives. Their team includes Learning and Development Specialists, Transit Engineers, Subject Matter Experts, and Business Analysts, all dedicated to improving operational efficiency. KA has extensive experience working with large and complex transit agencies, positioning them well to enhance RTA's policies, procedures, and training programs.

KA's technical approach follows a structured, phased methodology to refine processes, enhance compliance, and optimize operational efficiency while ensuring alignment with industry best practices. They begin with an in-depth analysis of departmental roles and responsibilities, identifying gaps, redundancies, and areas requiring cross-departmental collaboration. Their SOP assessment phase involves stakeholder engagement, documentation reviews, and data analysis to evaluate RTA's capacity for SOP development, maintenance, and review, as well as benchmarking practices against industry standards. Based on these findings, KA develops targeted improvement recommendations, detailing cost savings, operational efficiencies, and compliance enhancements, along with implementation roadmaps and risk mitigation strategies. Their final phase focuses on implementing select SOP improvements, enhancing training programs with interactive learning experiences, and establishing mechanisms for ongoing SOP maintenance and compliance monitoring. With their expertise in Organizational Change Management, KA ensures employee adoption and long-term sustainability of process enhancements.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: 

Typed Name: Sheila Jordan

Date: 3/25/2025

Title: CEO

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 RTA	1. Project name, project number and date of submittal: RTA Standard Operating Procedure Development, RFQ 2025-008, 03/25/2025	2. Official name of firm, indicate if prime or subconsultant: EAG Gulf Coast - Subconsultant	3. Address of office to perform work: 525 St. Charles Avenue Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: Eisner Advisory Group, LLC	5. Location of headquarters (city): New York, NY	6. Name, title, and telephone number of principal contact: Randy Lebeau Director 504-335-3202	7. Name, title, and telephone number of project manager: LeAnn Ragusa Associate Director, Advisory - Transformation Services - Change Management 225-284-6490
8. Specify Type of Business Entity: ◯ Corporation ◯ Proprietorship ◯ Partnership ◉ Limited Liability Corporation (LLC) ◯ Other _____	9. Indicate Special Status: ☐ Small business ☐ Minority-owned business ☐ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☐ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? ◯ Yes ◯ No If so, has the JV worked together before? ◯ Yes ◯ No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)	#	Function	#	Function	#	Function
	N/A - no full-time personnel from EisnerAmper						

	Total Personnel Domiciled in LA
	Total Personnel

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
N/A - Only applies to the Prime (Landmark Consulting, LLC)		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title:	a. Name and title:
Randy Lebeau, CPA	LeAnn Ragusa, Associate Consulting Director
b. Position or assignment for this project:	b. Position or assignment for this project:
Technical Leader	Policy Lead
c. Years of professional experience with this firm: 3 With other firms: 15	c. Years of professional experience with this firm: 4 With other firms: 3
d. Education: College or University/ Degree / Year / Specialization BS of Accounting 2013, Southeastern Louisiana University BS of Finance, 2003, Southeastern Louisiana University	d. Education: College or University/ Degree / Year / Specialization BS of Disaster Science and Management, Louisiana State University
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered Louisiana Certified Public Accountant, License No. 0027732 Member of the American Institute of Certified Public Accountant Member of the Louisiana Society of Public Accountants AICPA Finance Transformation: Manage Disruption Certificate LCPA Restaurant and Hospitality Committee since 2021 LCPA Business for Business Committee since 2021 LCPA Career Awareness Committee Since 2023 LCPA Industry Members Committee 2024	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered Louisiana / Project Management Professional / 7024858 / November 2024 Louisiana / Certified Scrum Master / 001302622 / January 2022 Louisiana / Certified Scrum Product Owner / 0013022622 / April 2022
f. Experience and qualifications relevant to this project: Employee Assistance for Catastrophic Loss Program provided professional services related to an Employee Assistance for Catastrophic Loss Program related to Hurricane Ida. This program aided 345 applicants related to $1.224 million in relief awards. P&N s scope included design and implementation of program policies, applicant management system(s), applicant communications, engagement processes, staff training and resource tools. P&N is performing intake, review, and QC on applications and relevant documentation for both the eligibility application and overall program reporting. As the Employee Assistance for Catastrophic Loss Program Lead Manager, Randy is involved in the following aspects: Served as primary point-of-contact for all program communicationsOversaw and led the program policy and procedures design process related to applications for assistanceProvided as hoc analyses and information to the client regarding application submission number, common errors, application status updates, applicant uncovered losses, and award informationPerformed quality control reviews of both denial and approval applicants to ensure adherence to program policies.Official applicant communications related to award approvals, denials, re-reviews, and determinations upheld.Worked closely with the review team and responsible for performance to policies and procedures.Performed quality control reviews of applicants awards and bank submission approvalsReviewed applications based on policies and procedures related to re-reviews for denied applicants. Paycheck Protection Plan (PPP) P&N is engaged to provide professional services related to various organizations for Paycheck Protection Plan applications and forgiveness submissions. This program aided 72 applications for PPP Draw #1 and PPP Draw #2 for $71 million in forgiveness. P&N s scope included federal program research of changing standards, analysis of data to ensure the best use of expenses, forgiveness applications, and support during compliance or audit reviews performed by the SBA or lender. As the Payment Protection Plan Lead Manager, Randy is involved in the following aspects: Provide guidance of accounting for First Draw and Second Draw PPP Loan on the entity booksAnalyze supporting documentation to determine available funds eligibility for a First Draw loan and/or a Second Draw PPP loanProvide consideration of other COVID-19 stimulus aid such as the Employee Retention Credit (ERC) to ensure funds received are maximizedAssist client management with the lender s forgiveness determinationAssist client management in estimating the potential forgiveness amountEvaluate calculation of full-time equivalent (FTE) head count reductionEvaluate calculation of the salary reduction by employee and the $100K salary limitationEvaluate non-payroll costs and timing of payment to identify potential increased benefitConsider options to meet the 60 percent payroll cost threshold and eliminate FTE head count or salary reductions, if applicableConsider use of the 40 percent non-payroll cost limit to potentially find wages that are eligible for the ERCInterpret and review of the latest SBA guidance.Provide a PPP presentation and compliance support to the client to eliminate potential audit risk related to the size of the loan	f. Experience and qualifications relevant to this project: Aqueous Film Forming Foam Product Liability Litigation - LeAnn is serving as the project's Policy Lead and offers essential policy guidance for the AFFF class action settlement. LeAnn maintains strict compliance to the settlement agreement by implementing and managing governance for the policy environment. She oversees the development of policy memos, standard operating procedures, user guides, and other reference materials. Child Care Assistance Program - LeAnn was responsible for the creation, implementation, and adoption of a variety of deliverables, including policies and procedures. LeAnn developed critical case management resources for the team, including internal standard operating procedures, job aids, and process maps. Fulton County Emergency Rental Assistance Program - She was responsible for project governance and designed the program's policy environment. In her role as policy lead, LeAnn regularly tracked all stakeholder policy decisions, procedure updates, and action items agreed upon during executive sessions. Her methodical approach to policy recommendations, implementation, and ongoing monitoring to assess program needs and compliance fostered a strong, collaborative relationship between EisnerAmper and Fulton County. LeAnn was instrumental in the creation of streamlined policies that aligned with Treasury guidelines and that removed impediments that interfered with application processing. The removal of procedural roadblocks streamlined the program to the extent that the Fulton County ERAP was recognized as one of top performing ERAPs in the country.

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
American Museum of Natural History		EisnerAmper provided co-sourced internal audit and operational assesment services in this world-renowned scientific, educational, and cultural institution located in New York City. EisnerAmper performed a current state departmental assesment identifying operational gaps and inefficiencies and developed an inventory of improvement opportunities resulting in significant cost savings, process efficiencies, and better resource alignment across the organization.	Performed a current state departmental assesment identifying operational gaps and inefficiencies and developed an inventory of improvement oppor-tunities resulting in significant cost savings, process efficiencies, and better resource alignment across the organization.	5/2023	$35,000	$35,000
St. George Fire Protection District		EisnerAmper conducted a comprehensive assessment and gap analysis to lentify undocumented financial policies. Collaborating closely with St. George Fire Department stakeholders, EisnerAmper's team engaged in surveys, interviews, and regular check-ins to meticulously document the policies required to ensure compliance with the Louisiana Legislative Auditor's statutory mandates. This diligent approach underscores EisnerAmper's commitment to providing tailored solutions that enhance operational efficiency and regulatory adherence.	Engaged in surveys, interviews, and regular check-ins to meticulously document the policies required to ensure compliance with the Louisiana Legislative Auditor s statutory mandates.	11/2024	$19,500	$19,500
Kajima Building & Design Group (KBDG)		EisnerAmper conducted an exhaustive assessment and thoroughly documented the accounting processes for Kajima Building & Design Group. Through interviews with key stakeholders, EisnerAmper's team of experts gained deep insights into the organization's financial processes and controls. This thorough analysis enabled them to develop a comprehensive accounting manual from the group up. The collaboration with KBDG resulted in the establishment of a robust framework that ensures compliance, transparency, and optimal financial management.	Analysis enabled them to develop a comprehensive accounting manual from the group up. The collaboration with KBDG resulted in the establishment of a robust framework that ensures compliance, transparency, and optimal financial management.	4/2024	$50,000	$50,000
Sovereign Partners		EisnerAmper collaborated with Sovereign Partners to perform an in-depth analysis of their internal processes and identify improvements based on best practices. EisnerAmper's team of experts meticulously reviewed existing policies, placing particular emphasis on pinpointing any weaknesses in current policies and internal controls. By leveraging extensive industry knowledge, they provied actionable recommendations to strenghten these areas, ensuring a more robust and efficient framework for Sovereign Partners.	Meticulously reviewed existing policies, placing particular emphasis on pinpointing any weaknesses in current policies and internal controls. By leveraging extensive industry knowledge, they provied actionable recommendations to strenghten these areas, ensuring a more robust and efficient framework for Sovereign Partners.	9/2024	$30,000	$30,000

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
N/A					

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

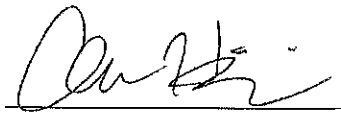
EisnerAmper, one of the largest business consulting firms in the world. EisnerAmper is comprised of EisnerAmper LLP, a licensed independent CPA firm that provides client attest services founded in 1963; and Eisner Advisory Group LLC and its subsidiaries, including EAG Gulf Coast, LLC, operate in an alternative practice structure that provides business advisory and non-attest services in accordance with all applicable laws, regulations, standards and codes of conduct. Requested services will be provided by EAG Gulf Coast, LLC, which includes team members from Postlethwaite & Netterville, APAC which provided professional services for over 75 years.
Our clients are in all business sectors and leverage a complete menu of service offerings, including advisory, accounting, tax, and outsourcing.

Our professionals are passionate about helping clients grow and offering them tailored services every step of the way to help them reach their goals. Our firm structure allows us to provide the flexibility and personalized approach of a small firm, together with the wide variety of resources, leading-edge technology and integrated expertise of a multinational firm.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: 

Date: 3/25/2025

Typed Name: Ann Hilzim

Title: Partner

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 RTA	1. Project name, project number and date of submittal: RTA Standard Operating Procedure Development RFQ 2025-008 03/25/2025	2. Official name of firm, indicate if prime or subconsultant: Zarr Transit Consulting Subconsultant	3. Address of office to perform work: 525 St. Charles Avenue, Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): Parrish, FL	6. Name, title, and telephone number of principal contact: Jeff Zarr 941-780-0751	7. Name, title, and telephone number of project manager: Jeff Zarr, 941-780-0751
8. Specify Type of Business Entity: ◯ Corporation ◯ Proprietorship ◯ Partnership ◉ Limited Liability Corporation (LLC) ◯ Other _____	9. Indicate Special Status: ☐ Small business ☑ Minority-owned business ☑ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☐ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? ◯ Yes ◉ No If so, has the JV worked together before? ◯ Yes ◉ No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)
2	N/A - No full time staff on project Please see proposal resource availability chart	2	Jeffrey C Zarr		

0 **Total Personnel Domiciled in LA**

2 **Total Personnel**

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
N/A - Only applies to the Prime (Landmark Consulting, LLC)		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Jeffrey Zarr, Senior Consultant	a. Name and title:
b. Position or assignment for this project: Technical Leader	b. Position or assignment for this project:
c. Years of professional experience with this firm: 1+ With other firms: 38+	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization MS Urban Planning |1987 Milwaukee University - Transportation Emphasis Milwaukee, WI BA Political Science |1985 UW Whitewater History/Management (minors)Whitewater, WI	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered Florida Department of Management Services, Office of Supplier Diversity MBE, WBE	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Jeffrey C. Zarr is a professional in transportation consulting, bringing 38 years of industry experience focused on public transportation across North America. His recent role as Director of Sales Engineering at Moovit involved providing leadership teams with industry insights crucial for product development, sales, and marketing. Prior to this, as Senior Consultant for Demand Response at Trapeze, Jeffrey delivered operational and technical consulting services across North America and worked closely with over 100 agencies on business analytics and process improvements. He served as Special Projects Manager at MV Transportation, offering operational and technical support to various MV properties throughout the U.S. and Canada. Earlier, at Trapeze, Jeffrey advanced from Technical Project Manager to Operations Manager in the ITS division, overseeing critical product delivery and engineering projects. His career foundation was built as Manager of Information Systems and Program Research for Milwaukee County's Transit+, where he managed technology, operations analysis, and strategic planning	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
Central Ohio Transit Authority	Amy Hockman Chief of Transit Operations 614-275-5821 hockman@cota.com	The Central Ohio Transit Authority (COTA) collaborated with ZTC to develop a comprehensive business plan for the COTA/Plus service. This plan aimed to establish a sustainable on-demand business strategy by thoroughly examining and addressing various components, including operational processes, financial considerations, technological infrastructure, and strategic planning.	Key tasks included a detailed inventory and evaluation of the technologies utilized by COTA and TransDev, with particular emphasis on Trapeze (Paratransit) and Via (Microtransit). Additionally, the initiative provided actionable recommendations for COTA's consideration across multiple domains, such as fiscal and operational sustainability, internal organizational structure, operational planing, and community engagement.	October 2024	5 0	50
Volusia Country, FL	Bobbie G King Transit Services Director 386-254-1514 bgkind@volusia.org	Volusia County's public transportation agency, Votran, located in Daytona Beach, Florida, has engaged ZTC services to deliver technical and operational consulting and training services for Votran personnel.	Initially, the scope of work was limited to providing scheduling training for a newly appointed Paratransit scheduler. However, this scope was promptly expanded to encompass comprehensive operational and technical training for Paratransit services. This includes thoroughly reviewing standard operating procedures, ensuring compliance with the Americans with Disabilities Act (ADA), and implementing best practices in Paratransit operations.	Ongoing	5	5
Hillsborough Area Regional Transit (HART)	Sean McCarthy, COO Chief Operating Officer 813-384-6314 McCarthyS@gohart.org	Subcontractor: Providing support for a Task Order project with HART to improve Paratransit operations.	ZTC's role in the project encompasses a variety of Paratransit operations, coupled with an in-depth understanding of compliance with the Americans with	Ongoing	5 4	20

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
N/A -Utilizing Prime Contractor Landmark Consulting, LLC Office					

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

Zarr Transit Consulting (ZTC), led by Jeff Zarr, is a specialized firm with nearly 40 years of expertise in Paratransit, Microtransit, and transit technology operations. With a strong background in emergency management, financial sustainability, and transit technology—including extensive work with Trapeze PASS and Moovit's LePass mobility platform—ZTC offers strategic guidance on transit policy development and operational improvements. Their experience spans both the public and private sectors, including transit agencies, service providers, and technology firms, equipping them with a comprehensive understanding of industry challenges and best practices.

ZTC's technical approach is built on a structured methodology that begins with a detailed review of departmental roles and responsibilities through document analysis and on-site engagements. Their assessment phase integrates policy reviews, leadership interviews, and direct operational observations to evaluate the effectiveness and compliance of existing SOPs, while also identifying gaps in institutional knowledge. From these findings, ZTC develops targeted recommendations designed to enhance policy development, optimize operational procedures, and improve technology utilization. Each recommendation is assessed for its benefits, costs, risks, and implementation feasibility, ensuring practical and data-driven solutions. Their expertise in transit technology integration further allows them to provide specialized insights on optimizing digital tools and communication strategies to improve overall transit operations.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: Jeffrey C. Zarr

Date: 03/25/20252

Typed Name: Jeffrey C. Zarr

Title: Senior Consultant and Co-Owner

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 	1. Project name, project number and date of submittal: RTA Standard Operating Procedure Development RFQ 2025-008 03/25/2025	2. Official name of firm, indicate if prime or subconsultant: The Slone Group Subconsultant	3. Address of office to perform work: 525 St. Charles Avenue, Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans, LA	6. Name, title, and telephone number of principal contact: Ronnie Slone President 504-220-2122	7. Name, title, and telephone number of project manager:
8. Specify Type of Business Entity: ◯ Corporation ◯ Proprietorship ◯ Partnership ◉ Limited Liability Corporation (LLC) ◯ Other _____	9. Indicate Special Status: ☐ Small business ☑ Minority-owned business ☐ Woman-owned business	10. Indicate certifications held regarding special status: ☐ SBE certified ☐ SLDBE certified ☑ LAUCP certified	11. Is this submittal a joint venture (JV)? ◯ Yes ◉ No If so, has the JV worked together before? ◯ Yes ◯ No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)	#	Function (e.g. civil engineer)
	N/A - No full time staff on project				
	Please see proposal resource availability chart				
					Total Personnel Domiciled in LA
					Total Personnel

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
N/A - Only applies to the Prime (Landmark Consulting, LLC)		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Ronnie L Slone	a. Name and title:
b. Position or assignment for this project: Technical Leader	b. Position or assignment for this project:
c. Years of professional experience with this firm: With other firms:	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization University of New Orleans/ BS Business Administration	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Ronnie Slone is the Founder and President of The Slone Group, a consulting firm specializing in organizational development and training for expanding businesses and organizations. Ronnie possesses more than thirty years of experience in operations management, human resources, training, and professional staffing services. Ronnie is an instructor for the Goldman Sachs 10,000 Small Companies Program at Delgado Community College and the national cohorts at Babson College (He teaches Module #4 "You Are The Leader" and Module #5 "It's People"). He has served as interim executive director of both the Jefferson Chamber of Commerce and the Trinity Community Center. Ronnie also facilitates the Baton Rouge Area Chamber's Drive Minority Business Accelerator. With all of his professional accomplishments, Ronnie is committed to contributing his time, abilities, and resources to young people in this region. In addition to many volunteer hours with local schools, non-profits, and churches, he was instrumental in the 2010 chartering of JCFA, a school aimed to provide at-risk students with a tailored, technology-based curriculum, internship opportunities, and community college experience. His passion is dealing with high school children and assisting them with the transition to adulthood.	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
InclusivCare 3932 US-90, Avondale, LA 70094 Owner: Diane Jackson, SHRM-CP	Dr. Shondra Williams, CEO (504) 436-2223 swilliams@inclusivcare.com	HR Consulting, Training & Development of Mid-Managers	Served as Interim HR Director. Recruited and hired HR Generalist and HR Director, monthly training of mid-managers	Ongoing	n a	45K
Digital Engineering & Imaging 527 West Esplanade Ave #200 Kenner, LA 70065	David G. LeBreton, Jr., P.E., PTOE, Principal, Chief Executive Officer, dlebreton@deii.net (985) 334-4131	HR Consulting, Training & Development Executive Leadership Team	Strategic Planning, Professional Development & Training, Emergenetics Personality Profile, HR Consulting & Recruitment, Executive Coaching, Policy Review	Ongoing	n a	30K
Plaquemines Port Harbor & Terminal District 8056 LA-23 3rd floor, Belle Chasse, LA 70037	Charles Tillotson, Executive Port Director ctillotson@pphtd.com (504) 682-7920	HR Consulting, Training & Development of Executive Leadership Team	Strategic Planning, Emergenetics Personality Profile, Professional Development & Training, HR Consulting, Executive Coaching, Meeting Facilitation, Policy Review	Ongoing	n a	25K
Tacoma-Pierce County Health Department 3629 S D St, Tacoma, WA 98418	Chantell Harmon-Reed, Director of Public Health creed@tpchd.org (253) 377-1134	Strategic Training & Development	Strategic Planning, Emergenetics Personality Profile, Meeting Facilitation	May 2024	n a	50K
Port of South Louisiana 1720 LA-44, Reserve, LA 70084	Paul Matthews, CEO pmatthews@portsl.com (985) 652-9278 ext 3930	Training & Development of Executive Leadership, Administrative Staff	Professional Development & Training, Emergenetics Personality Profile	August 2024	n a	15K

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
N/A - Utilzing Prime Contractor Landmark Consulting, LLC Office					

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

The Slone Group (TSG) is a minority- and veteran-owned consulting firm specializing in organizational development, workforce training, and HR policy optimization. With a strong foundation in business consulting and executive coaching, TSG focuses on equipping organizations with the tools to improve efficiency, compliance, and employee engagement. Their expertise in behavioral insights, particularly through Emergenetics® methodologies, allows them to create customized training programs that address the unique needs of an organization. Their collaborative approach emphasizes deep engagement with stakeholders to develop solutions that align with both workforce development and organizational strategy.

TSG's technical approach is centered on a structured and interactive methodology that integrates workforce analysis, policy alignment, and training customization to enhance operational efficiency. Their process begins with a comprehensive review of departmental roles and responsibilities, leveraging structured interviews, focus groups, and data-driven gap analyses to pinpoint inefficiencies, redundancies, and training needs. Their approach to SOP refinement and HR policy development is highly adaptable, allowing for real-time modifications based on organizational requirements. TSG emphasizes continuous improvement through structured feedback loops, compliance tracking, and customized learning experiences that maximize engagement and retention. By integrating behavioral insights into their methodology, they ensure that training and procedural enhancements are both meaningful and sustainable.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: Ronnie L. Slone

Date: 3/25/2025

Typed Name: Ronnie L. Slone

Title: President & Owner

FORM CQ - 2012

Instructions: The prime, each subconsultant, and any other tier subconsultant must submit a fully completed CQ-2012 form. All items requested on the form are required, if an item is not applicable, respondents are instructed to enter N/A. Each prime firm participating as a joint venture should complete a separate CQ-2012 form and indicate on the form in item 10 that the response is a joint venture.

Regional Transit Authority Contractor/Consultant Questionnaire CQ-2012 RTA	1. Project name, project number and date of submittal: RTA Standard Operating Procedure, RFQ-2025-008, 3/25/2025	2. Official name of firm, indicate if prime or subconsultant: Deep Fried	3. Address of office to perform work: 525 St. Charles Avenue Suite 330 New Orleans, LA 70130
4. Name of parent company, if any: N/A	5. Location of headquarters (city): New Orleans, LA	6. Name, title, and telephone number of principal contact: Mac Alsfeld Senior Brand Strategist & Copywriter 504-324-9569	7. Name, title, and telephone number of project manager: Mac Alsfeld Senior Brand Strategist & Copywriter 504-324-9569
8. Specify Type of Business Entity: ◯ Corporation ◯ Proprietorship ◯ Partnership ⊗ Limited Liability Corporation (LLC) ◯ Other _____	9. Indicate Special Status: ☐ Small business ☐ Minority-owned business ☒ Woman-owned business	10. Indicate certifications held regarding special status: ☒ SBE certified ☒ SLDBE certified ☐ LAUCP certified	11. Is this submittal a joint venture (JV)? ◯ Yes ⊗ No If so, has the JV worked together before? ◯ Yes ◯ No Indicate the legal name of the JV:

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

#	Function (e.g. civil engineer)	#	Function	#	Function	#	Function
	No Full TIme Staff						
	Please See Page 45 for Availability						

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
N/A - Only Applies to the Prime (Landmark Consulting, LLC)		

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3).

a. Name and title: Mac Alsfeld	a. Name and title:
b. Position or assignment for this project: Technical Leader	b. Position or assignment for this project:
c. Years of professional experience with this firm: With other firms: 10	c. Years of professional experience with this firm: With other firms:
d. Education: College or University/ Degree / Year / Specialization Louisiana State University - English and Creative Writing	d. Education: College or University/ Degree / Year / Specialization
e. Active registration or applicable certifications: State / Discipline/ License number / First year registered	e. Active registration or applicable certifications: State / Discipline/ License number / First year registered
f. Experience and qualifications relevant to this project: Deep Fried specializes in brand identity development, campaign strategy, digital communications, and public engagement. Their expertise in crafting strategic messaging, visual storytelling, and digital marketing makes them well-suited to support RTA' s efforts in developing structured communications and branding guidelines. Their approach emphasizes creativity, audience engagement, and cross-platform messaging to ensure consistency and impact across all public-facing communications. Deep Fried' s technical approach focuses on developing and formalizing Standard Operating Procedures (SOPs) specifically for RTA' s marketing and communications functions. Their process begins with a discovery and planning phase, which includes stakeholder interviews, an audit of existing SOPs, and benchmarking against industry best practices. They then develop a structured SOP framework covering key areas such as brand management, social media strategy, public relations, and internal communications. Their drafting process ensures clarity, accessibility, and alignment with RTA' s strategic goals. After initial development, they conduct stakeholder reviews, test SOPs in real-world scenarios, and refine them based on feedback. The final phase includes training workshops, implementation support, and the creation of quick-reference materials to ensure long-term adherence and effectiveness. Their expertise in branding and audience engagement ensures that all SOPs are practical, user-friendly, and aligned with best practices in public transit communications.	f. Experience and qualifications relevant to this project:

15. List work by firm and the firm's personnel to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
Pontchartrain Conservancy		Rename and rebrand a non-profit organization, known for 30 years as Lake Pontchartrain Basin Foundation. Address two key issues: its evolved mission, and bifurcated perception between the original brand and its core campaign: Save Our Lake. Re-envision a brand that properly balances its three modern core pillars: water quality, coastal restoration, and education. Develop a comprehensive brand book and manifesto detailing reimagined tagline, values, brand personality, alongside all editorial and visual guidelines.	Name Development, Logo, Brand Identity & Brand, Book Brand Strategy & Messaging			
E Pluribus Unum Fund		Collaborated with former New Orleans Mayor Mitch Landrieu, Berni Consulting, and the Emerson Collective on behalf of Unum, to create a brand identity, unified aesthetics, and assets for an incubated endeavor to break down the barriers of race and class with bold yet practical solutions that challenge generational prejudice attitudes and injustice.	Logo & Brand Identity, Publications, Collateral, Websites & Interactive Design, Digital & Social Advertising & Content Production			

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant or joint venture	d. Percent complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
N/A - Only applies to Prime (Landmark Consulting, LLC)					

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

Deep Fried is a full-service branding and communications agency with over 20 years of experience serving clients across diverse industries, including government, transportation, and civic organizations. Based in New Orleans, Deep Fried specializes in brand identity development, campaign strategy, digital communications, and public engagement. Their expertise in crafting strategic messaging, visual storytelling, and digital marketing makes them well-suited to support RTA's efforts in developing structured communications and branding guidelines. Their approach emphasizes creativity, audience engagement, and cross-platform messaging to ensure consistency and impact across all public-facing communications.

Deep Fried's technical approach focuses on developing and formalizing Standard Operating Procedures (SOPs) specifically for RTA's marketing and communications functions. Their process begins with a discovery and planning phase, which includes stakeholder interviews, an audit of existing SOPs, and benchmarking against industry best practices. They then develop a structured SOP framework covering key areas such as brand management, social media strategy, public relations, and internal communications. Their drafting process ensures clarity, accessibility, and alignment with RTA's strategic goals. After initial development, they conduct stakeholder reviews, test SOPs in real-world scenarios, and refine them based on feedback. The final phase includes training workshops, implementation support, and the creation of quick-reference materials to ensure long-term adherence and effectiveness. Their expertise in branding and audience engagement ensures that all SOPs are practical, user-friendly, and aligned with best practices in public transit communications.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethical conflict at this time.

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature: _____ Date: 3/25/2024

Typed Name: Kevin Diemont Title: Chief Operating Officer

2817 Canal Street
New Orleans, LA 70119

New Orleans Regional Transit Authority

Board Report and Staff Summary

File #: 25-078 **Board of Commissioners**

FY25 Buses and Bus Facilities FTA Grant Application

DESCRIPTION: Application for grant funding to expand bus fleet and modernize RTA's bus depot facilities.	AGENDA NO: 25-078
ACTION REQUEST: ☒ Approval ☐ Review Comment ☐ Information Only ☐ Other	

RECOMMENDATION:

Ratify the Chief Executive Officer's decision to apply for federal funds not to exceed $27,200,000 under the FY25 FTA Buses and Bus Facilities Grant Program for the expansion of the fixed-route bus fleet and the modernization of the Canal and New Orleans East (ENO) bus depots. The total project amount is estimated at $34,000,000, with a required local match not to exceed $6,800,000. The local match is 20% for both vehicles and facilities.

ISSUE/BACKGROUND:

RTA is nearing the end of its efforts to overcome the impacts of an aging bus fleet, much of which was acquired in the years following Hurricane Katrina. Of the eighty-one (81) buses purchased between 2007 and 2009, 6 remain in service well beyond their useful life of 12 years, as determined by the Federal Transit Administration (FTA). Another seven (7) buses are also now well past their useful life for a total of thirteen (13). **RTA has secured funding for thirty-seven (37) more buses to be in service by 2028**: 8 23-ft small-format buses arriving in 2026, 3 40-ft battery-electric buses arriving in 2026, 6 40-ft clean diesel buses arriving in 2027, and 20 40-ft. battery electric buses arriving in 2028. Furthermore, RTA is in the process of identifying funding for an additional 8 40-ft clean diesel buses. These vehicles will replace the last of the aging fleet and will **result in a restored bus fleet from 108 to a minimum of 132 by 2028, still below the 140 vehicles in the bus fleet in 2019, pre-COVID**. As the fleet grows, RTA will be positioned to increase service frequency, improve reliability, and accommodate additional ridership growth.

Through the first five (5) months of 2025, RTA bus ridership is on pace to exceed pre-COVID levels when the fleet was 140 vehicles, demonstrating strong and growing demand for transit. Recent vehicle acquisitions have put RTA back on solid footing for a reliable, modern fleet. These investments have supported measurable progress in restoring services and improving system reliability. As a result, bus ridership has increased significantly from 8.7 million rides in 2023 to 9.7 million in 2024, a 12.0% year-over-year increase. Furthermore, through the first five months of 2025, bus ridership is up another 12.4% year over year. Despite this growth, **the primary barrier to ensuring reliability, meeting demand, and adding more service is the limited size of the active bus fleet.**

At the same time, RTA's maintenance and operations facilities are aging. The Canal and ENO

facilities were last significantly renovated after Hurricane Katrina nearly 20 years ago. Major building systems and infrastructure components are due for reinvestment to ensure continued safe and efficient operations and a quality work environment for RTA employees.

The FY25 FTA Buses and Bus Facilities Program, which provide approximately $398 million in competitive funding nationwide, presents a vital opportunity for RTA to advance its core mission. This application seeks funding for immediate fleet replacement and bus facility modernization.

DISCUSSION:

RTA's FY25 application will include two primary components:

1. **Fleet Replacement** - Procurement of eight (8) new 40-foot clean diesel buses to expand RTA's total bus fleet from 108 today to 140 by the end of 2028. These vehicles will reduce breakdown-related service disruptions, support service expansion, and increase frequency on the busiest routes.
2. **Facility Modernization** - As part of a broader strategy to improve system reliability and operational resilience and to ensure a quality work environment for employees, the RTA is advancing a set of critical facility upgrades at the Canal and ENO bus facilities. Planned improvements include building envelope upgrades, water proofing, refresh of exterior paint and interior carpet, bathroom upgrades, replacement of mechanical system components, improvements to maintenance bays, and replacement of backup generators.

   Collectively, these improvements will extend the facilities' useful life, support continuity of operations in extreme weather, and help to attract and retain staff through better working conditions. The improvements will also support the transfer of fixed-route bus maintenance from Canal to ENO, which has much larger capacity and is the recommended location for RTA's growing fleet of battery electric buses.

   A full list of projects and a detailed budget are included as Attachment 2.

FINANCIAL IMPACT:

The total project cost is estimated at **$34,000,000**, with federal funding of **$27,200,000** and a local match not to exceed **$6,800,000**. The local share will be funded through RTA's FY2026-2027 capital budgets and is included in the adopted **2025-2029 5-Year Capital Investment Program (CIP).**

NEXT STEPS:

The FY25 Bus and Bus Facilities Grant application is due by **11:59 p.m. ET on July 14, 2025.**

ATTACHMENTS:

1. Resolution FY25 Buses and Bus Facilities Grant
2. Proposed budget

Prepared By: Rafe Rabalais, rrabalais@rtaforward.org

Title: Director of Capital Projects

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

Reviewed By: Gizelle Johnson Banks
Title: Chief Financial Officer



7/9/2025

Lona Edwards Hankins
Chief Executive Officer

Date

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

504.827.8300

www.norta.com

RESOLUTION NO. _____

STATE OF LOUISIANA

PARISH OF ORLEANS

RATIFICATION OF STAFF'S SUBMISSION OF A GRANT APPLICATION FOR FY2025 BUSES AND BUS FACILITIES COMPETITIVE GRANT PROGRAM

Introduced by Commissioner _____ seconded by Commissioner _____.

WHEREAS, the RTA has committed to restoring and expanding its bus fleet with cleaner and more reliable vehicles (Strategic Mobility Plan, Major Action Area 8) to improve service reliability and workforce conditions; and

WHEREAS, by 2028 the RTA will have replaced all the aging buses past their useful life and will have restored the total fleet from its current 108 buses back to 132 buses; and

WHEREAS, RTA bus ridership through the first five months of 2025 is on pace to surpass pre-COVID 2019 levels when the fleet size was 140 buses; and

WHEREAS, the RTA has a strategic need to restore the fleet back to the pre-COVID 2019 fleet size of 140 buses by acquiring an additional eight (8) clean diesel buses by the end of 2028; and

WHEREAS, a 140-vehicle fleet will improve reliability, increase service frequency on the busiest routes, and accommodate additional ridership growth; and

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

504.827.8300

www.norta.com

WHEREAS, the Canal and New Orleans East (ENO) bus maintenance facilities require critical facility upgrades and resilience improvements to support efficient operations, fleet maintenance, and workforce attraction and retention; and

WHEREAS, staff has requested federal funds not to exceed $27,200,000 for the purchase of buses and for facility modernization through the Federal Transit Administration's (FTA) FY2025 Buses and Bus Facilities Competitive Grant Program; and

WHEREAS, the RTA will be responsible for a local match not to exceed $6,800,000 to be paid from its capital budget as part of the 2025–2029 Capital Investment Program, if the entire grant amount is awarded; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners that the Board ratifies the CEO's or designee's submission of a grant application for the FY2025 Buses and Bus Facilities Grant Program.

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

504.827.8300

www.norta.com

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

YEAS: _____

NAYS: _____

ABSTAIN: _____

ABSENT: _____

AND THE RESOLUTION WAS ADOPTED ON THE _____OF JULY 2025.

_____

FRED NEAL, JR.
CHAIRMAN
BOARD OF COMMISSIONERS

FY 25 Buses and Bus Facilities Grant -
Proposed Budget

Use/Facility	Category	Description	Total
New Buses	8 diesel buses	40ft, clean diesel	$ 7,600,000
Canal Facility	**Facility Rehabilitation**	**General upgrades to aging facility infrastructure**	
	Waterproofing	Foundation sealing, wall barriers, leak control	$ 2,484,000
	Paint Refresh – Exterior	Weather-resistant coating for façade renewal	$ 552,000
	HVAC – Full Replacement	Modern system with improved energy efficiency	$ 1,449,000
	Air Handlers	Replace aging handlers for better air flow, indoor air quality	$ 1,449,000
	Exhaust Ventilation System (Garage)	Upgrade system for diesel particulate extraction	$ 17,940
	Carpet	Mold-resistant carpet tiles in admin areas	$ 517,500
	Parking Lot	Resurfacing, drainage grates, ADA upgrades, restriping	$ 27,600
	Recurb	Curb reconstruction to direct runoff, ADA enhancements	$ 27,600
	Environmental DAF system	Onsite drainage regrading and stormwater runoff control	$ 2,070,000
	Flood Mitigation	Elevation of critical equipment, sump pumps, water barriers	$ 207,000
	Window Refurbishment/ Replacement		$ 828,000
	Resealing Shop Floor		$ 110,400
	Rehab of guard shacks		$ 27,600
	Ext door replacement		$ 77,280
	Bathroom Refresh		$ 414,000
	Duct work		$ 276,000
	Exhaust Vents		$ 552,000
East New Orleans Facility	**Facility Rehabilitation**	**General upgrades to aging facility infrastructure**	
	DAF System	Upgrade for water treatment system in shop	$ 2,070,000
	Inground Tank Refurbishment		$ 276,000
	Garage	Ventilation, structural repairs	$ 552,000
	Air Conditioning – Maintenance Shop	Install HVAC system for shop	$ 1,656,000
	Admin building HVAC	Replace admin building HVAC	$ 552,000
	Backup Generators	Replace/upgrade with flood-elevated generators	$ 1,380,000
	Window Replacement	Install impact-resistant storm windows	$ 586,500
	Site Drainage and Resiliency Improvements	Improve drainage basins, flood routing, swales	$ 1,380,000
	ADA Facility Access	Replace damaged ramps, entries, and restrooms	$ 27,600
	Bus Wash	Bus wash replacement	$ 5,520,000
	Paint/refresh/anti-corrosion		$ 690,000
	Rehab of guard shacks		$ 27,600
	Re-roof and refurbishment of service island		$ 138,000
	Total		**$ 33,542,620**

Rounded Total	**$**	**34,000,000**
Federal Share	**$**	**27,200,000**
Local Match	**$**	**6,800,000**

File #: 25-103 **Board of Commissioners**

[07.29.25 Board Meeting PowerPoint Presentation]

July 29, 2025

New Orleans Regional Transit Authority

Monthly Board Report

The New Orleans Regional Transit Authority (RTA) hereby declares that, in accordance with La. R.S. 42:17.1 (A)(2)(a)-(c), a meeting will be held in person on Tuesday, July 29, 2025, at 10:00 a.m. Please be aware that wearing masks in the boardroom is encouraged.

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

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

Agenda

1. **Call to Order**
2. **Roll Call**
3. **Consideration of Meeting Minutes**

   [Board of Commissioners Minutes – June 24, 2025] 25-097

4. Reports

A. RTA Chairman’s Report

4. Reports

B. Operations & Administration Committee Chairman's Report

4. Reports

C. Finance Committee Chairman’s Report

4. Reports

D. RTA General Counsel's Report

4. Reports

E. RTA Chief Executive Officer's Report

EMPLOYEE RECOGNITION

JULY 2025



JAMES NERO
BUS OPERATORS
OPERATIONS



KEYOKA POWELL
ADMINISTRATIVE EMPLOYEE OF THE QUARTER
OPERATIONS
COMMUNICATIONS DISPATCHER



KIMBERLIN YOUNG
MACHINIST
STOCK CLERK

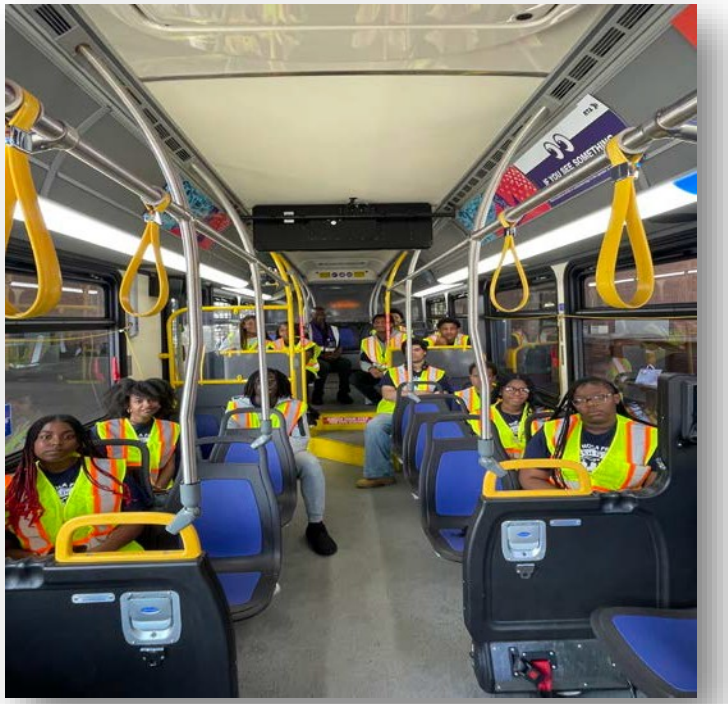
SUMMER YOUTH INTERN PROGRAMS

GROWING FUTURE INNOVATORS, CREATORS, AND MAKERS FOR THE 21ST CENTURY

STEM NOLA

SCIENCE • TECHNOLOGY • ENGINEERING • MATH

POWERED BY entergy





YouthForce NOLA

RTA

ALGIERS SERVICE IMPROVEMENT PLAN

MEETING SCHEDULE



Wednesday, August 6
5:30 PM to 7:00 PM
Riders Advisory Committee
2817 Canal Street

Thursday, August 14
4:30 PM to 6:30 PM
Algiers Regional Library
3014 Holiday Drive

Wednesday, August 27
3:30 PM to 5:30 PM
Main Library
219 Loyola Avenue

Wednesday, September 3
5:30 PM to 7:00 PM
Riders Advisory Committee
2817 Canal Street

AGENCY UPDATES

City Council Transportation Committee

- July 22

Organizational updates

- Oscar Duplessis: Director of Mobility and Alternative Modes

Hurricane Preparedness

- Evacuation Support
- Pet Evacuation Coordination
- Internal Preparedness

INTERGOVERNMENTAL AFFAIRS

FEDERAL PRIORITIES

- THUD APPROPRIATIONS BILL

STATE AND LOCAL PRIORITIES

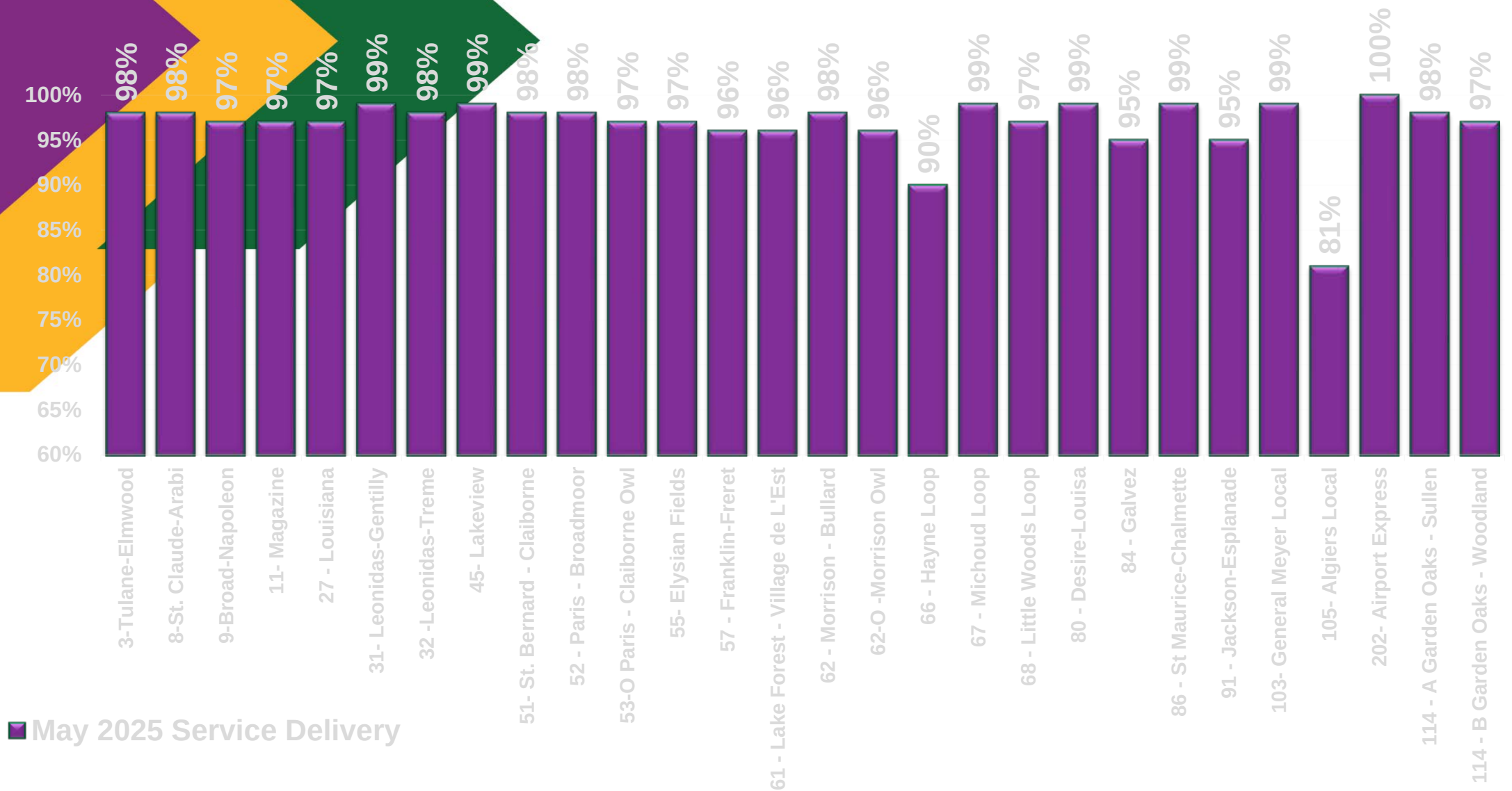
- ACT 511

Questions?

4. Reports

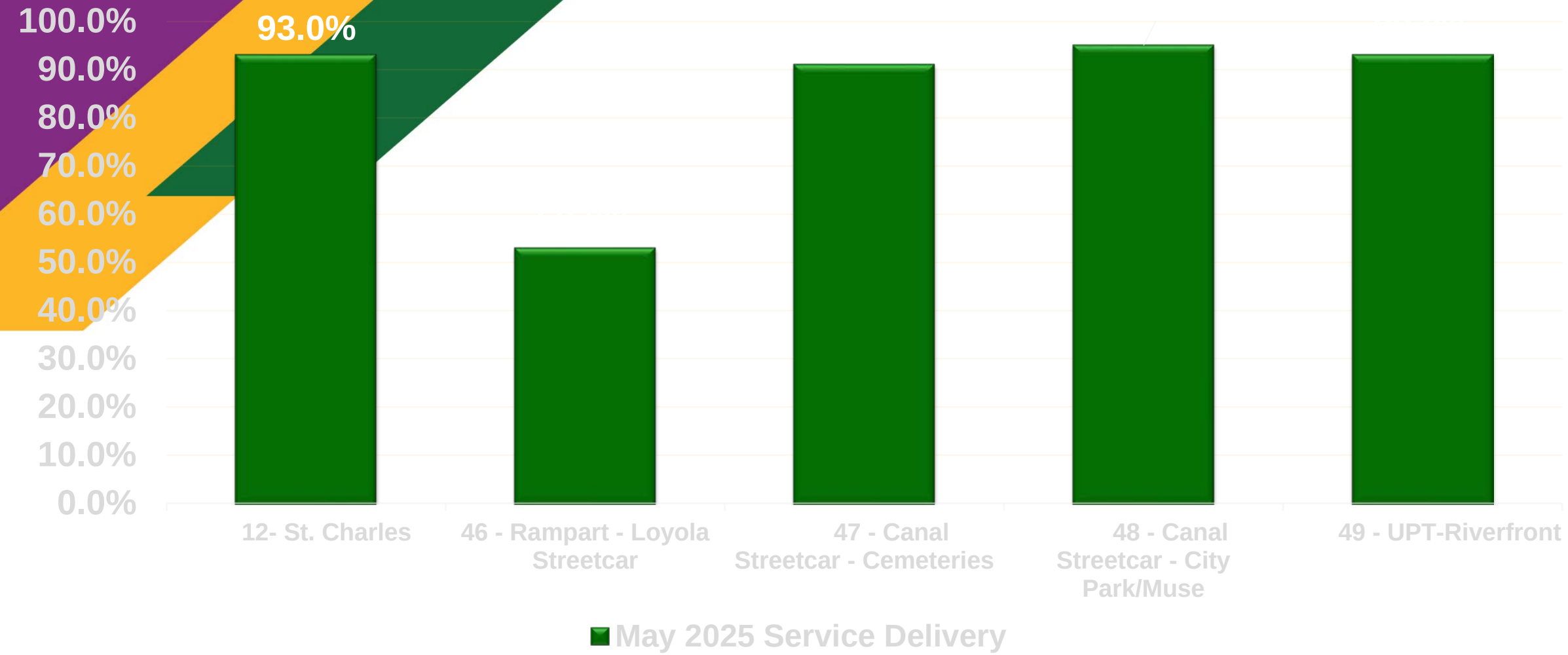
F. RTA Chief Transit Officer’s Report

Service Delivery-Bus | May 2025

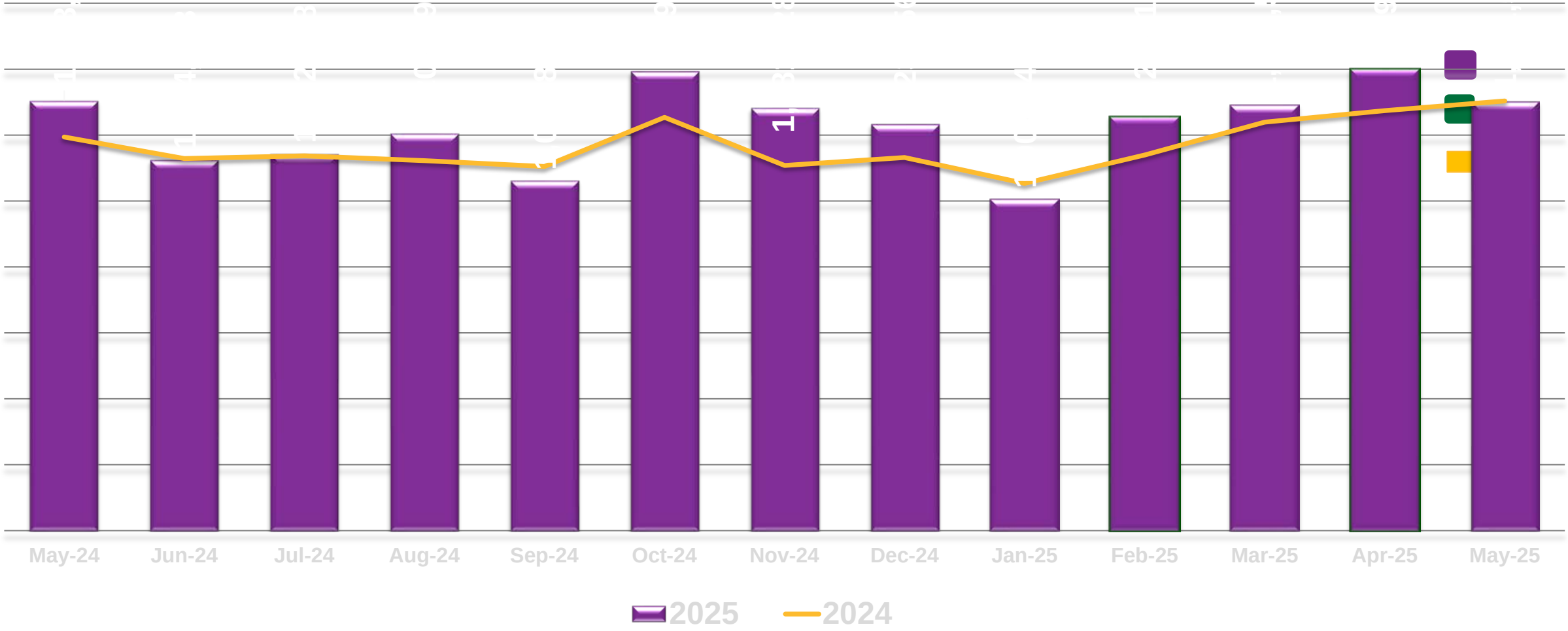


Average Service Delivery 97.32%

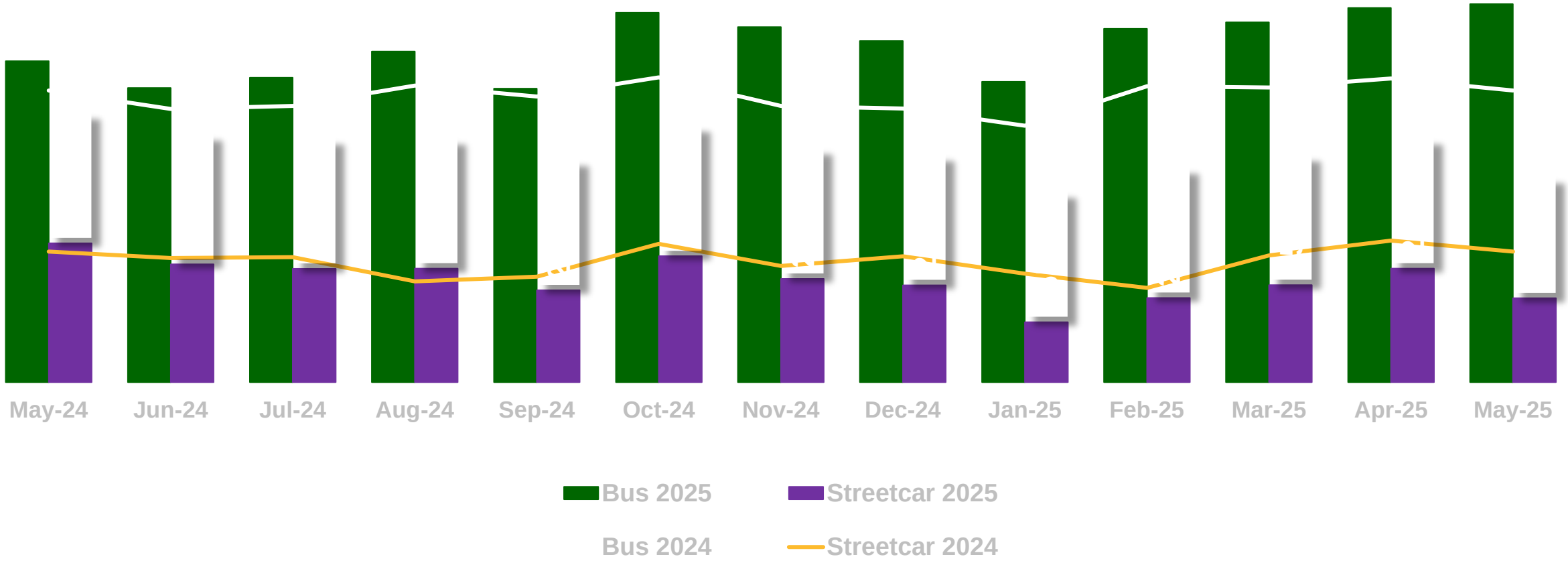
Service Delivery- Streetcar | May 2025



** #46 was on a bus bridge which was shorter than the full route.

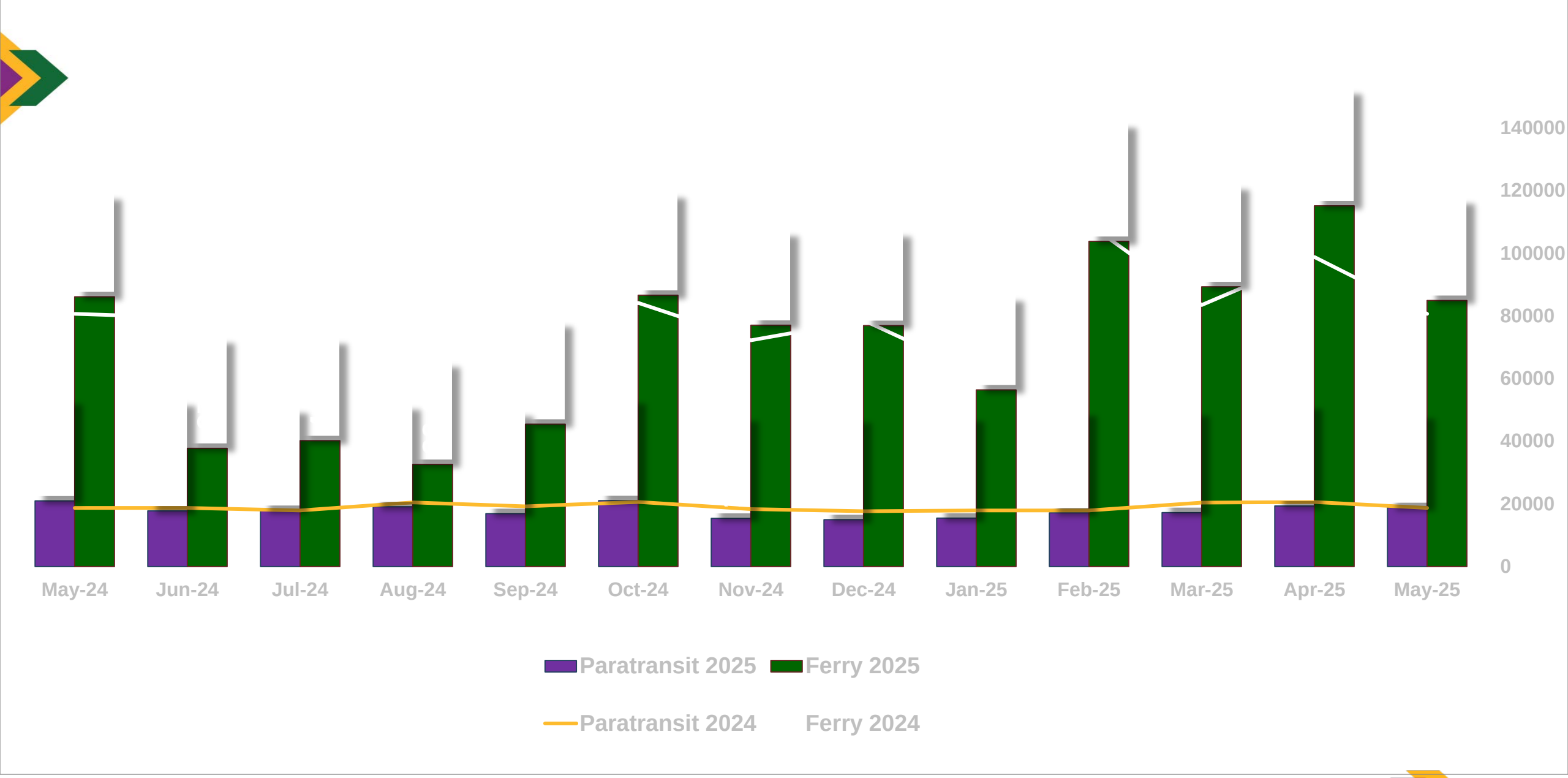


***Total **Decrease** from 2024(-1,812)*



Increase of 5,458 from 2024 Bus (+147,992) Streetcar (-142,534)

(Construction on streetcar line caused drop in ridership.)

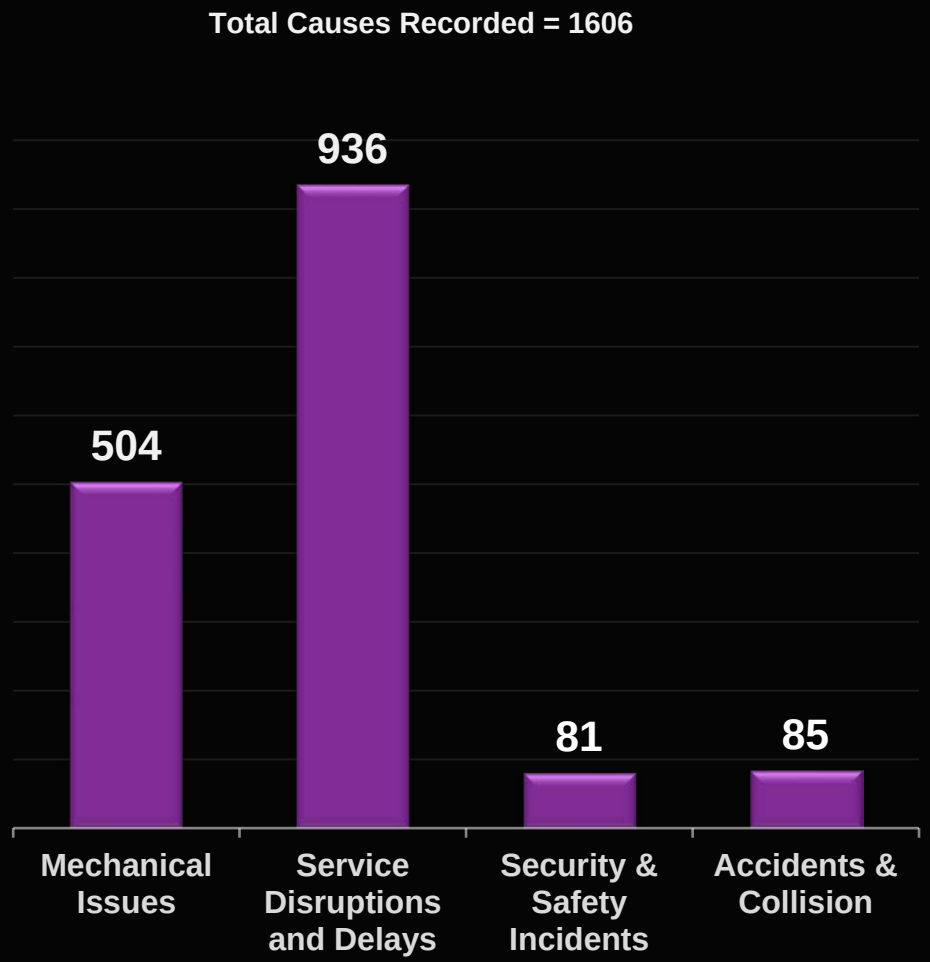


***Ferry Up **4,267** from 2024 and Paratransit **Up 75** from 2024. 1300 subscription riders (Avg 15,000 trips)*

Long-Term Detours Affecting All Modes

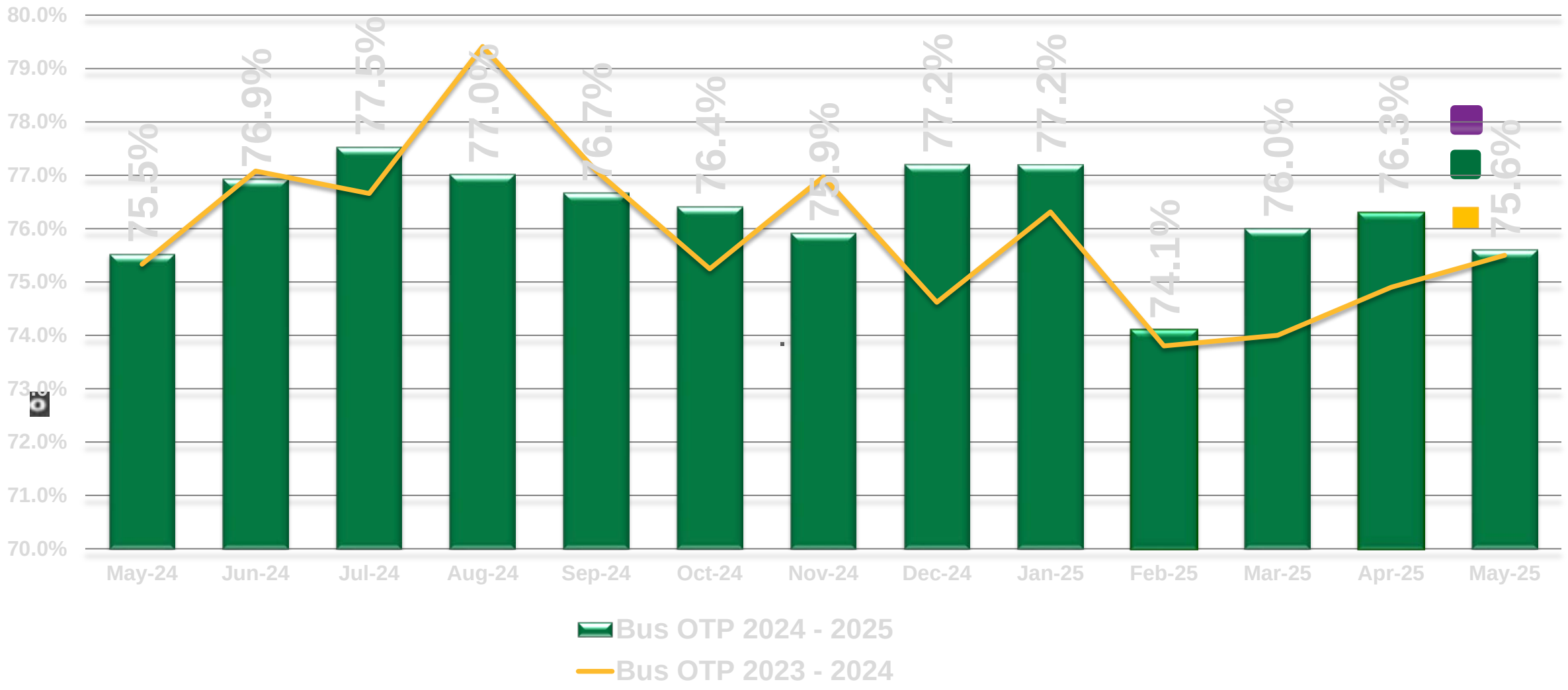
Routes Affected by Long-Term Detours	Cause
31 & 32- Leonidas/Gentilly, Palmetto/Palm	Road Construction
31 & 32 – Pitts & Broadway	Hole in Street
57- Freret/Broadway	Road Construction
80- Louisa	Railroad Malfunction
84- St. Claude	Bridge Closure
86- Fats Domino	Road Work
91, 103, 114A & B- Okeefe & Lafayette	Building Collapse
103 – Lamarque, Teche & Nunez	Road Construction
103, 114A & B – Poydras & LaSalle	Road Construction

Service Disruption By Cause

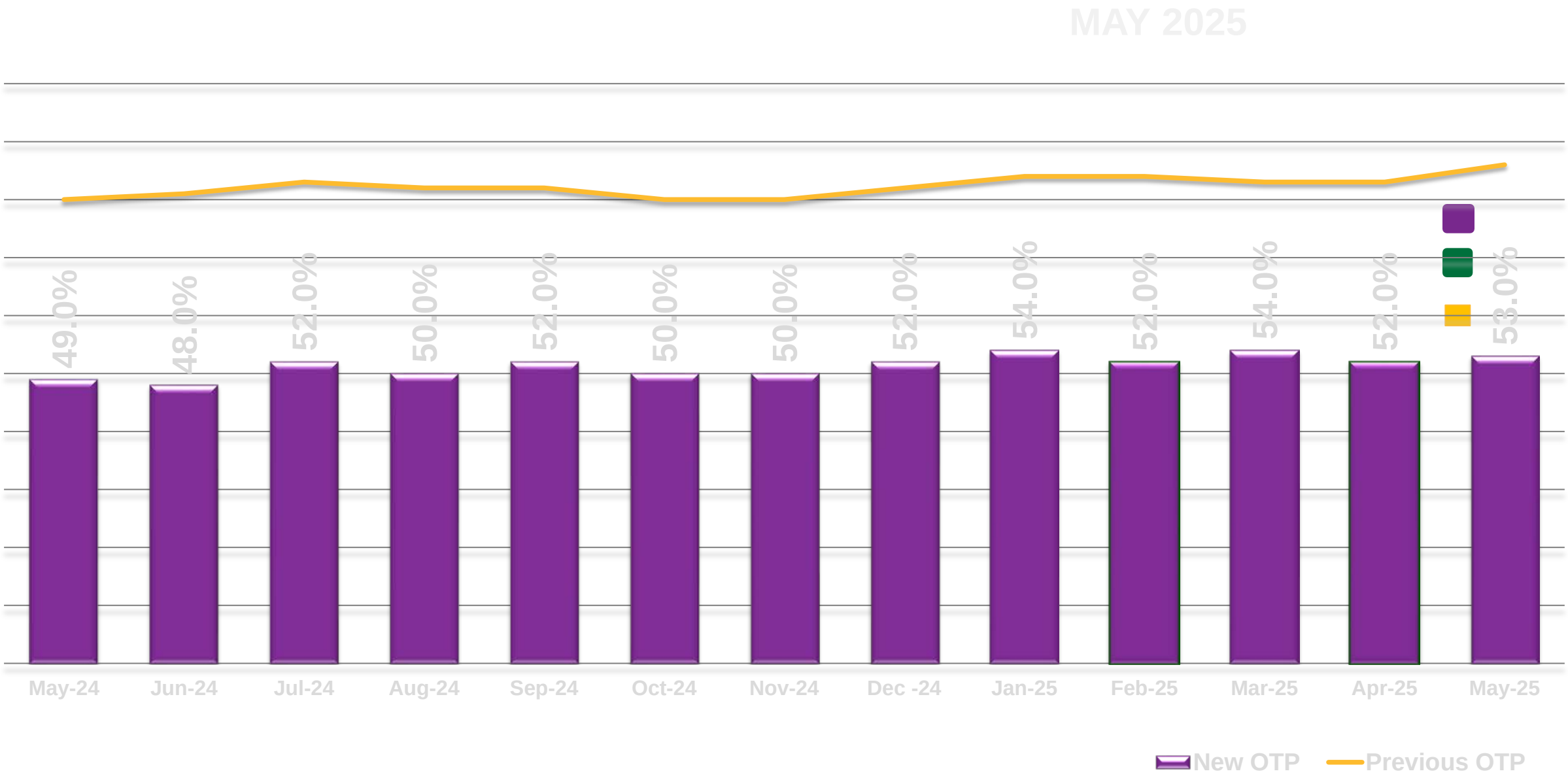


Service Disruptions and Delays

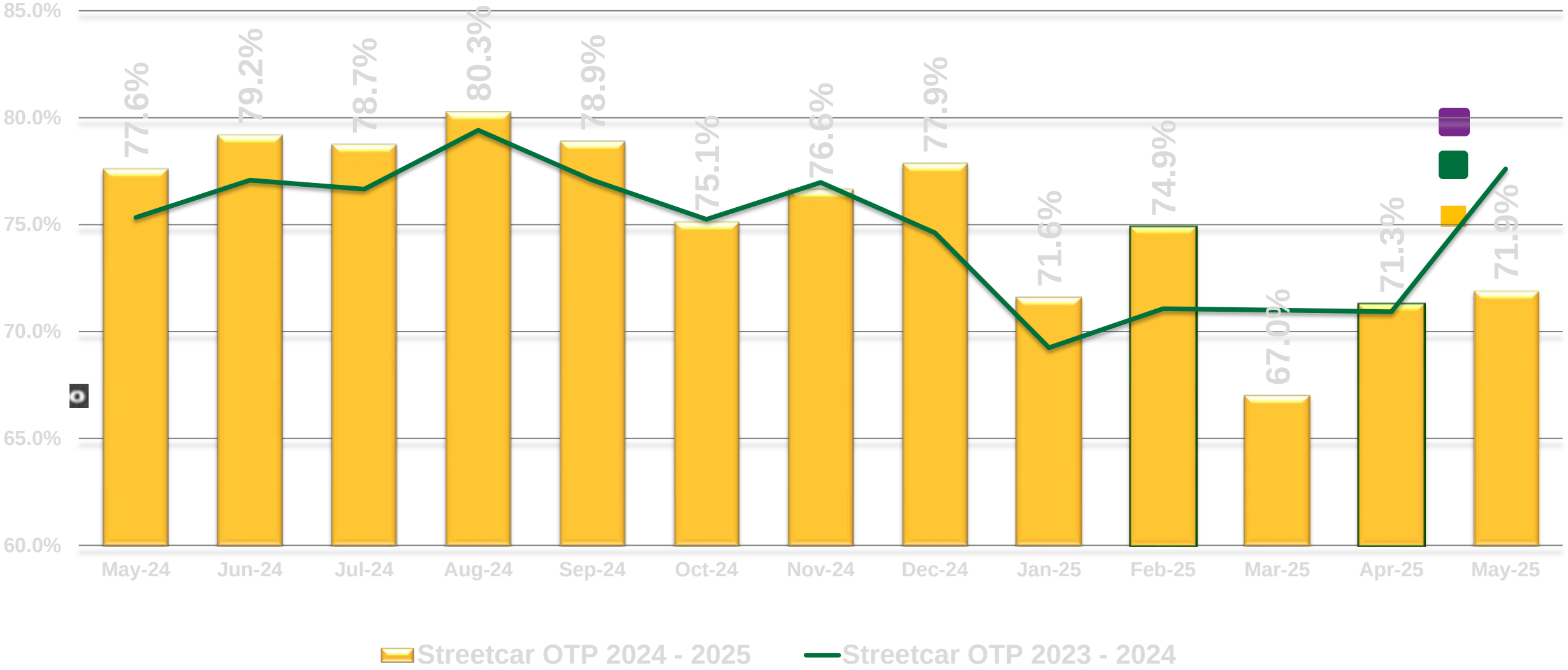
1. Late Pull Outs
2. Partial Run Cuts
3. Run Cuts



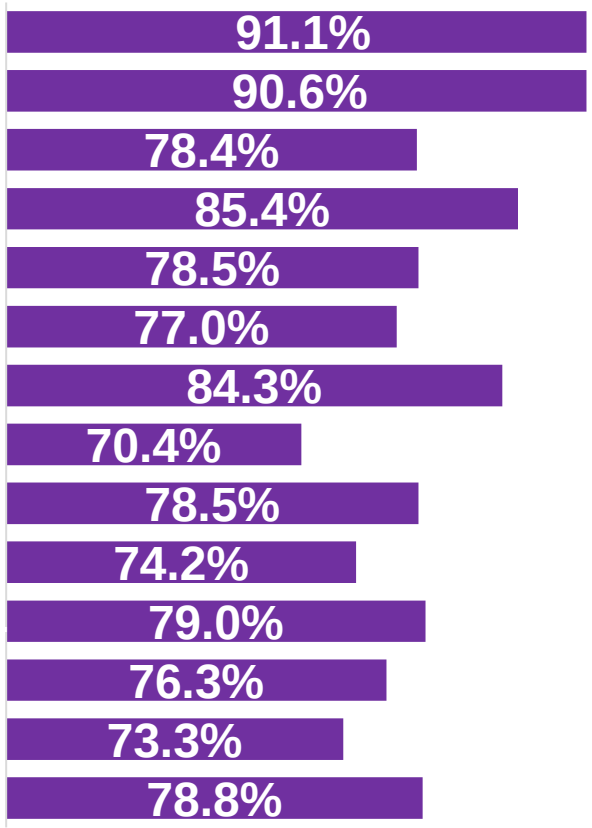
****Better buses(more reliable fleet).**

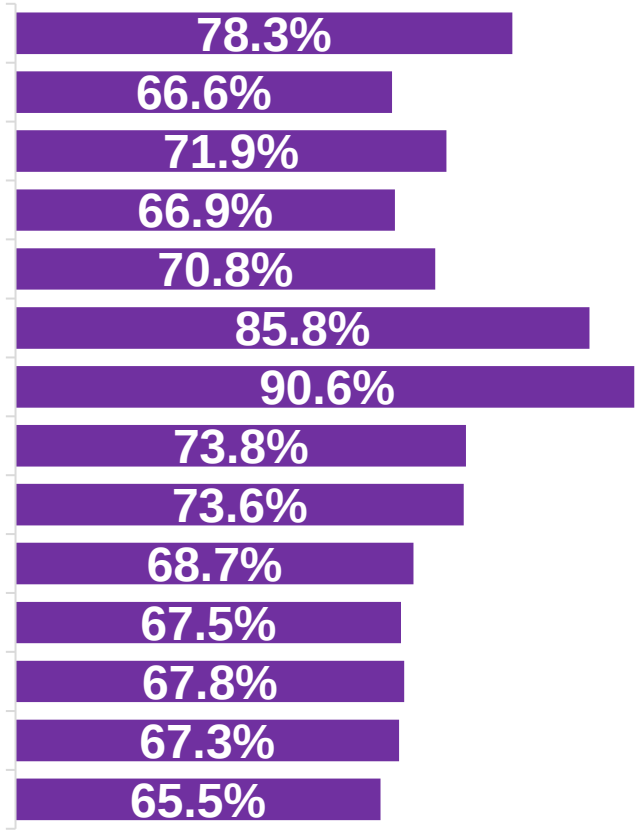


****New manager added.**The manager has been directed to develop an improvement plan.

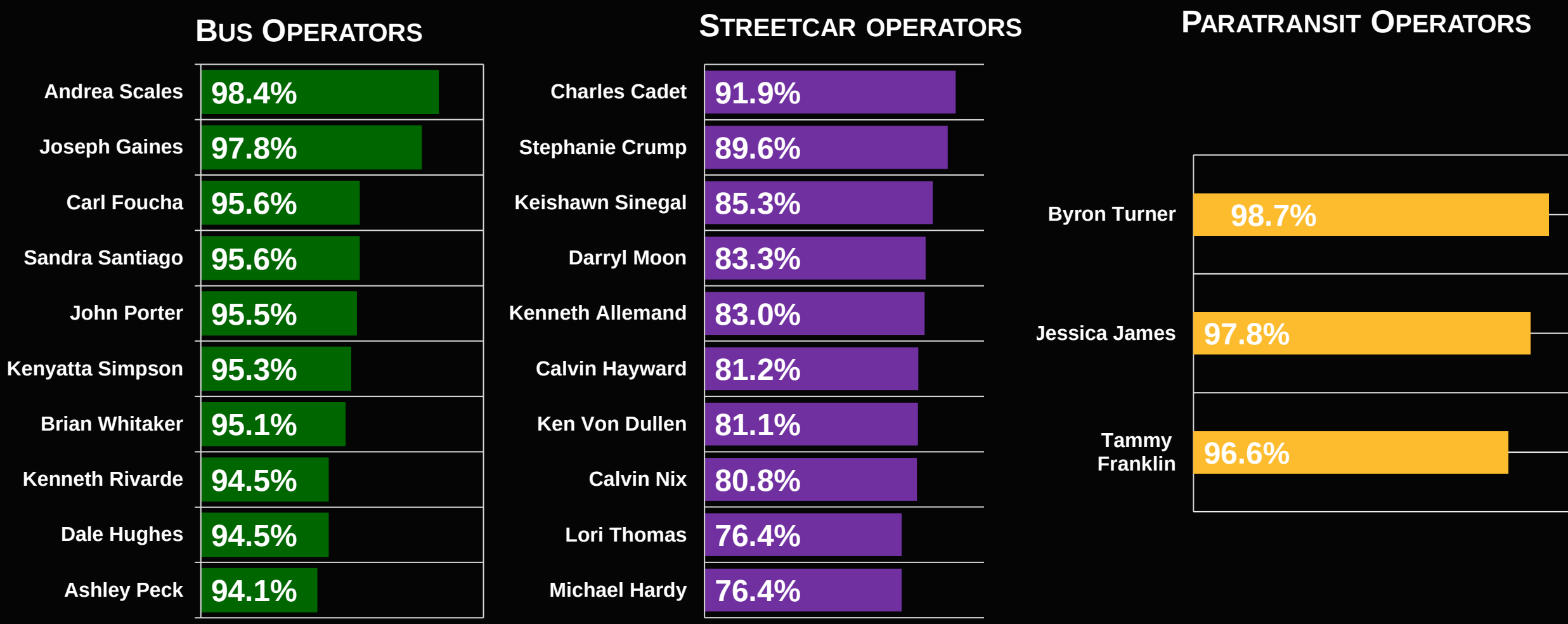


***Bus bridges that don't travel the entire route causes low OTP.**


91.1%
90.6%
78.4%
85.4%
78.5%
77.0%
84.3%
70.4%
78.5%
74.2%
79.0%
76.3%
73.3%
78.8%


78.3%
66.6%
71.9%
66.9%
70.8%
85.8%
90.6%
73.8%
73.6%
68.7%
67.5%
67.8%
67.3%
65.5%

Top On-Time Performer By Mode | May 2025

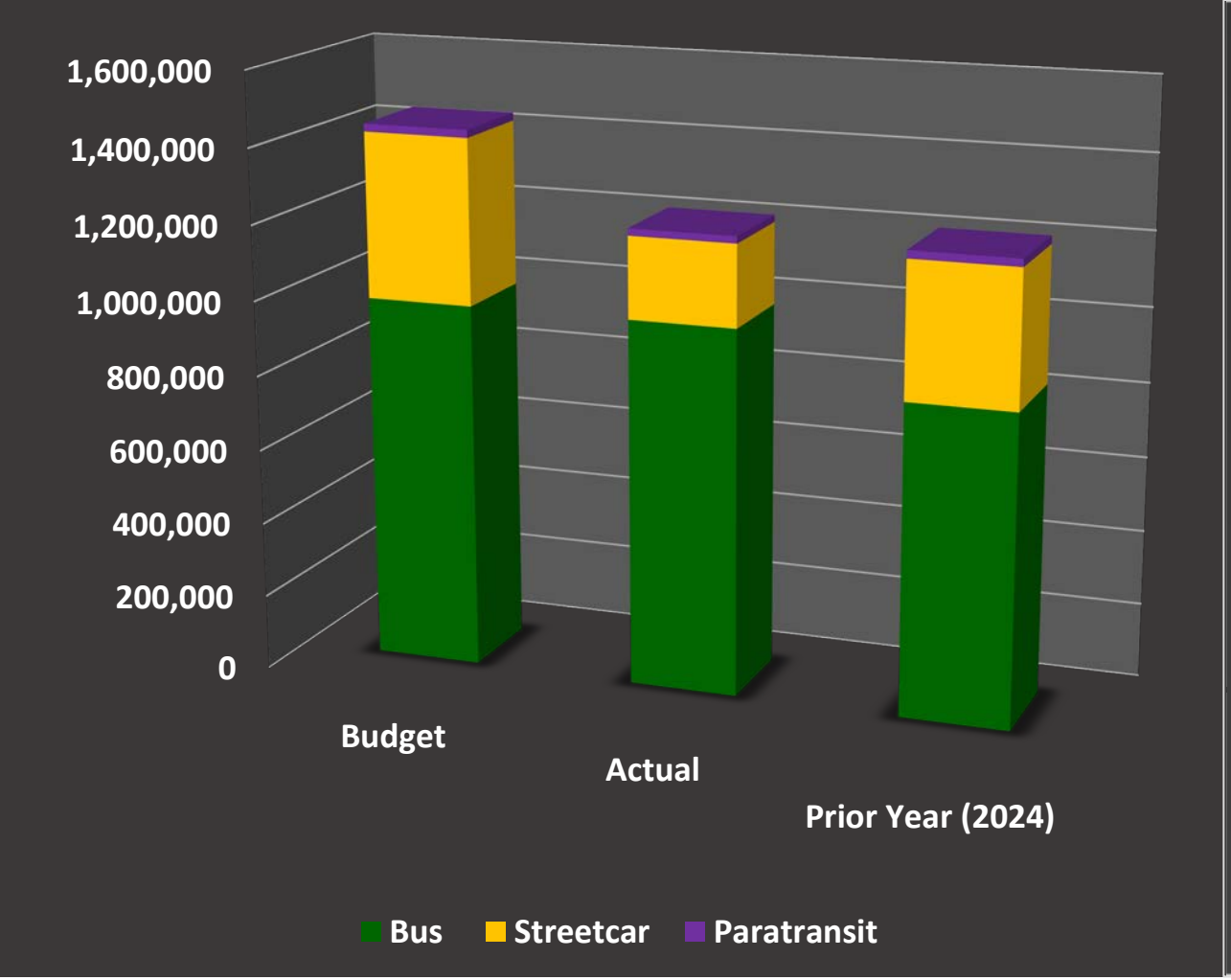


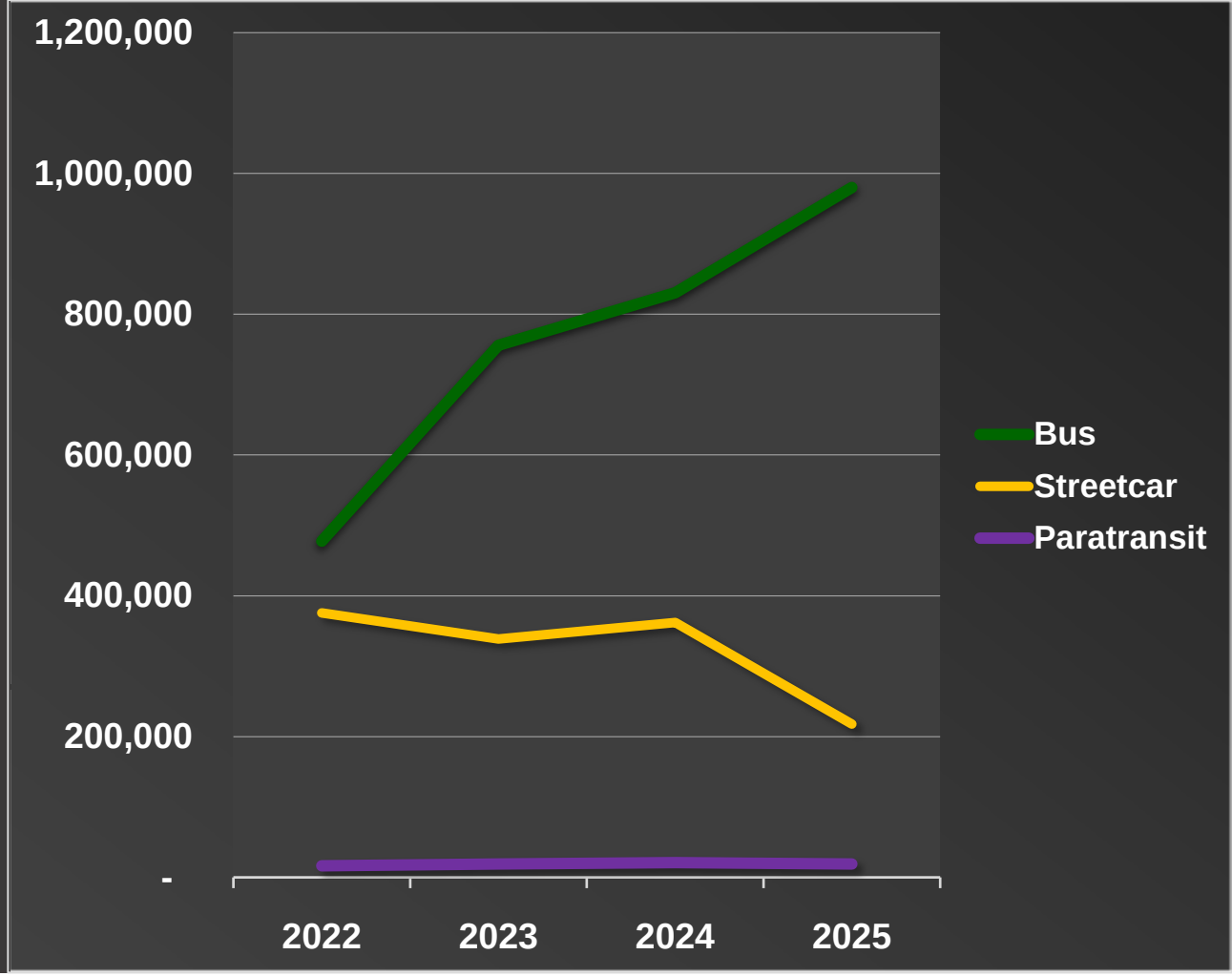
Questions?

4. Reports

G. RTA Chief Financial Officer's Report

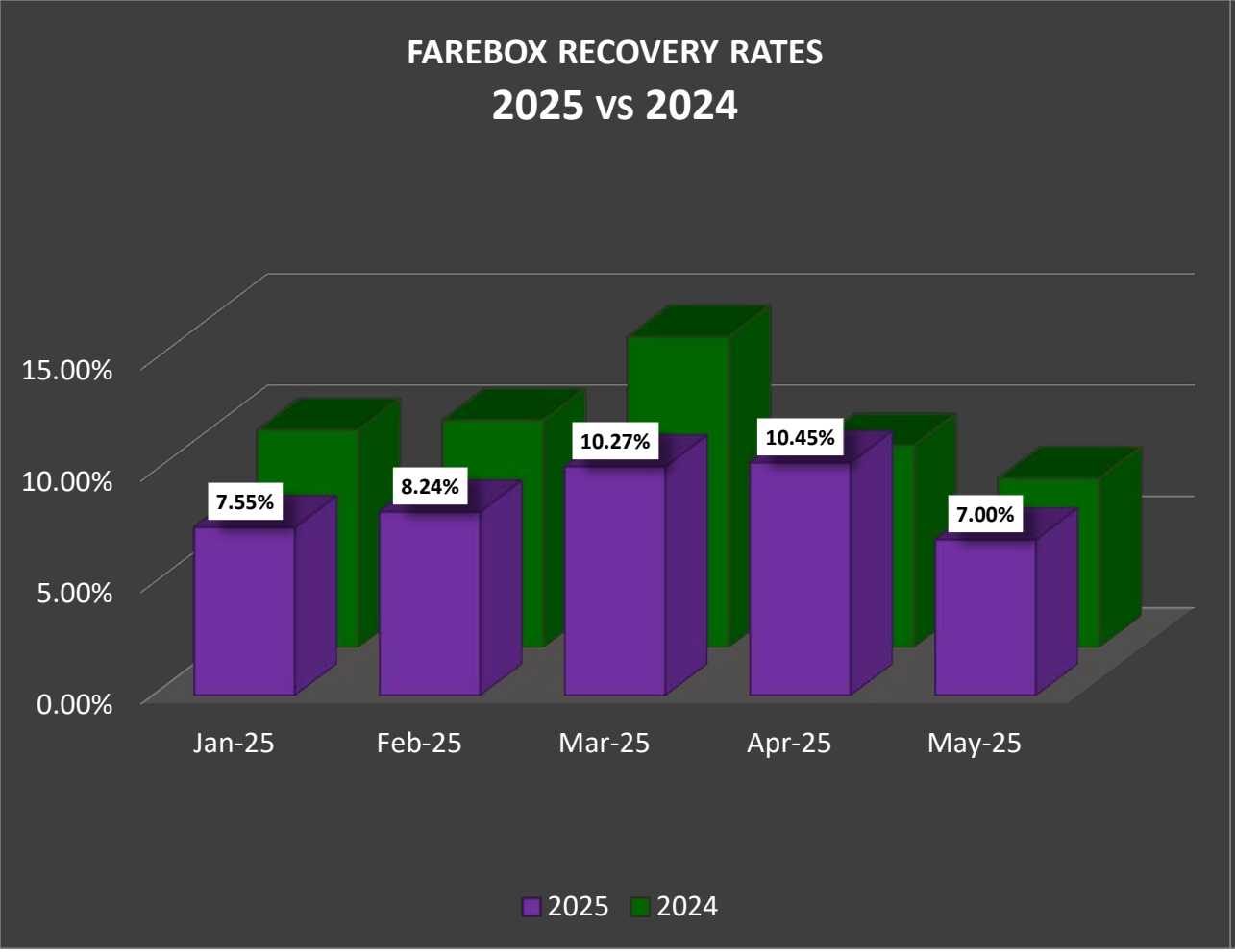
[May 2025 Financials] 25-099

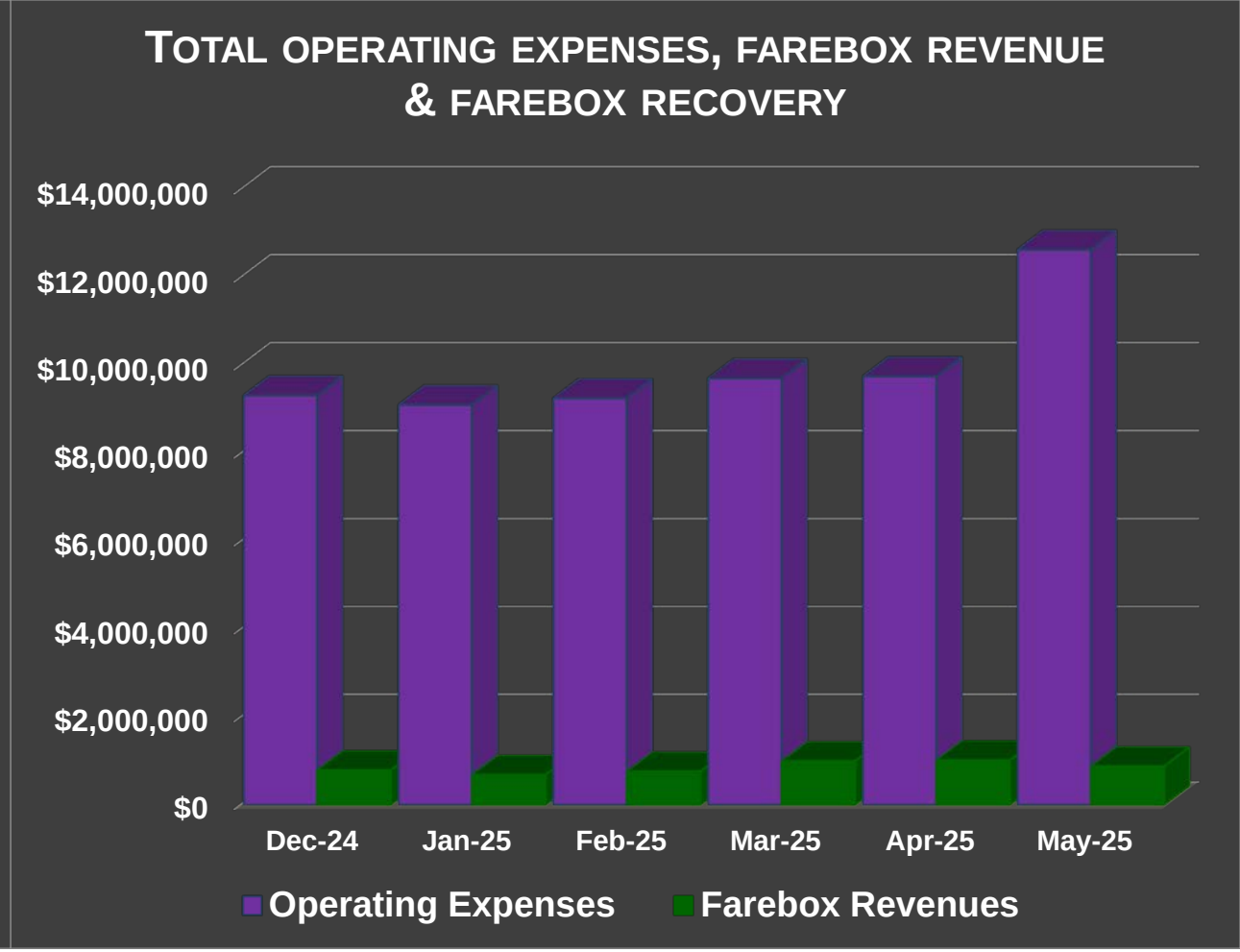




RIDERSHIP

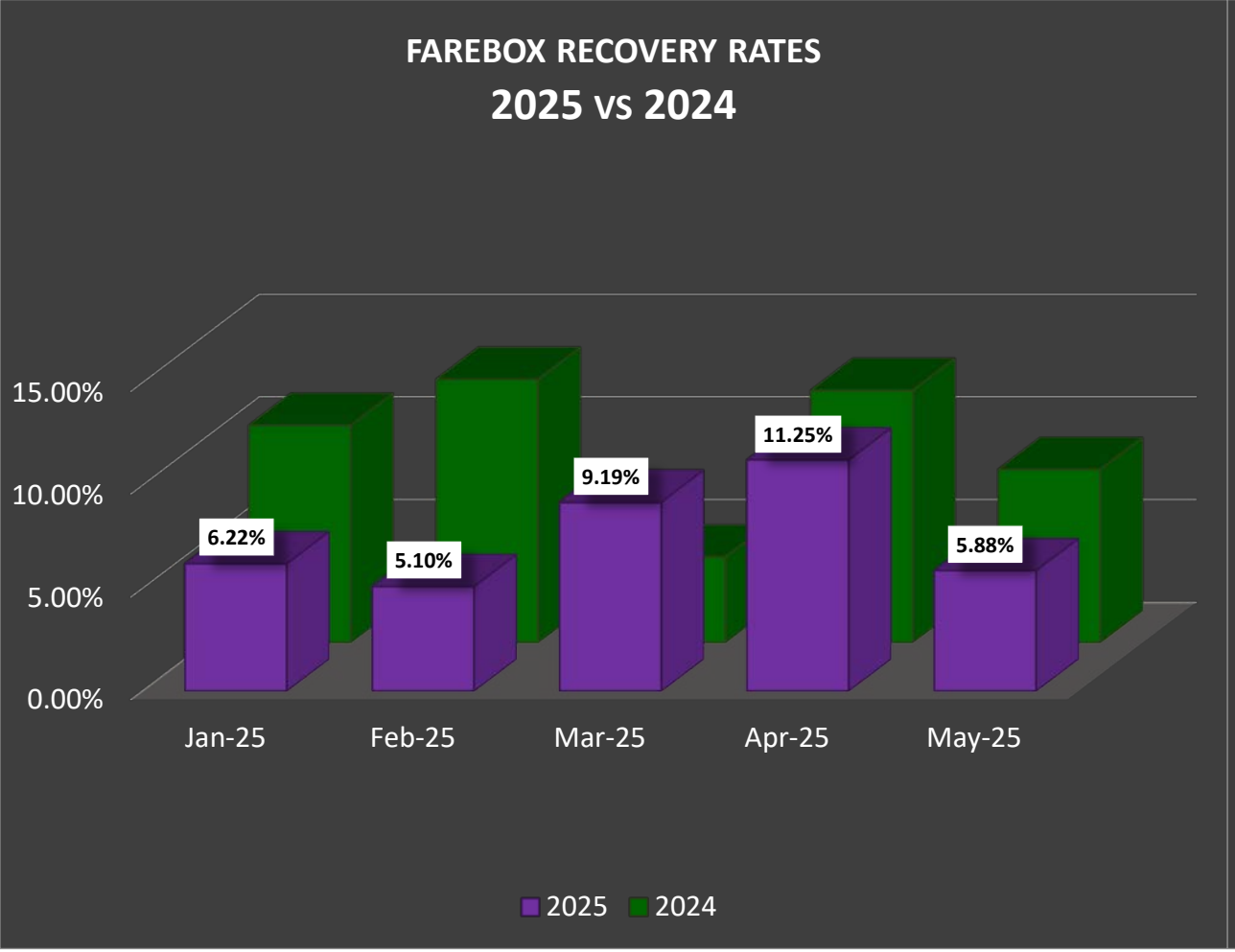
Ridership in May decreased by 5.3% when compared to April actuals. In May, total system ridership (bus, streetcar and paratransit) was 1.2M, compared to 1.3M for the previous month of April.

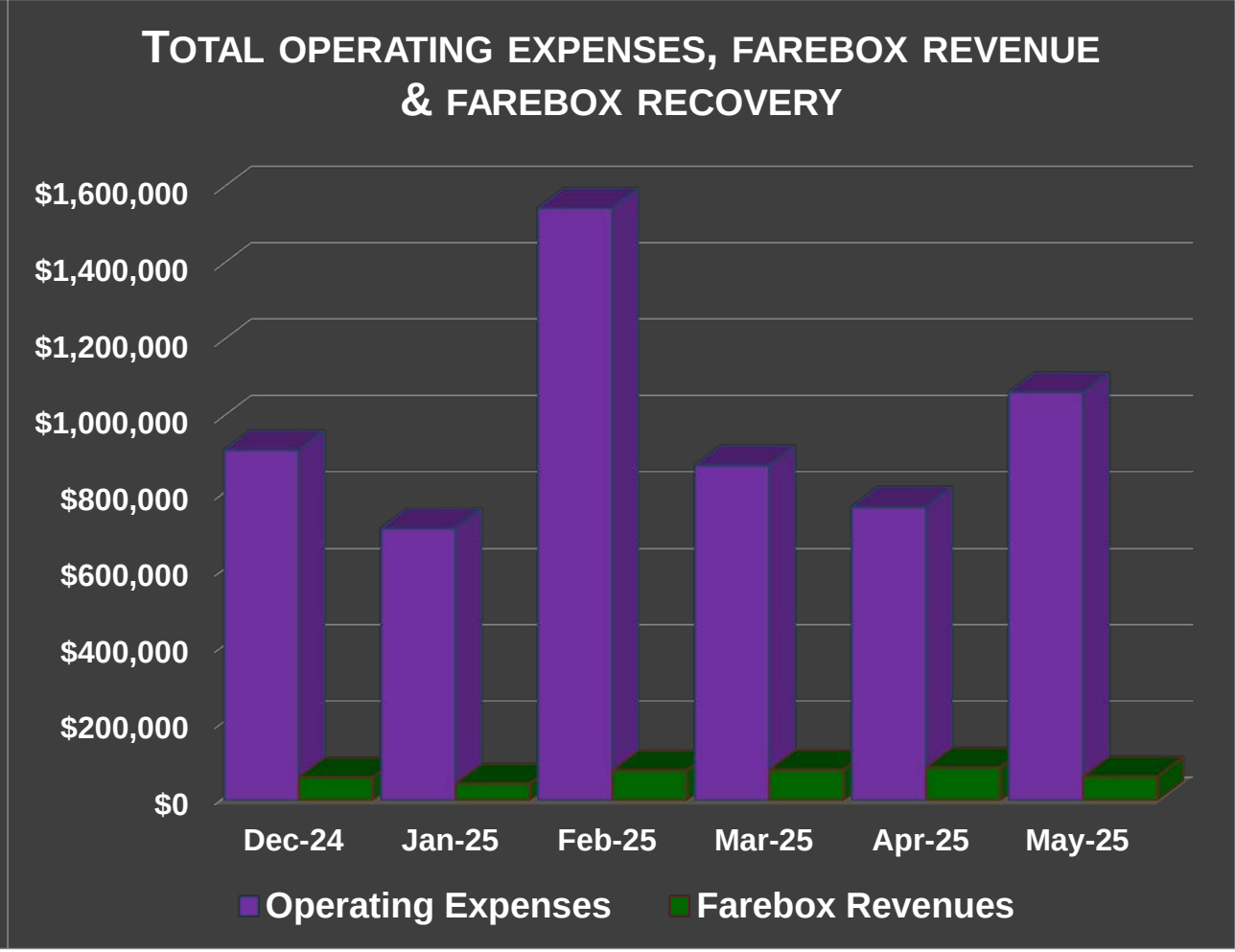




Farebox Recovery Rates
2025 vs. 2024

Fare revenue continues to offset a modest percentage of operating expenses as ridership continues to rebound. May's farebox recovery rate decreased from 10.5% to 7%, a decrease of about 3.5%.





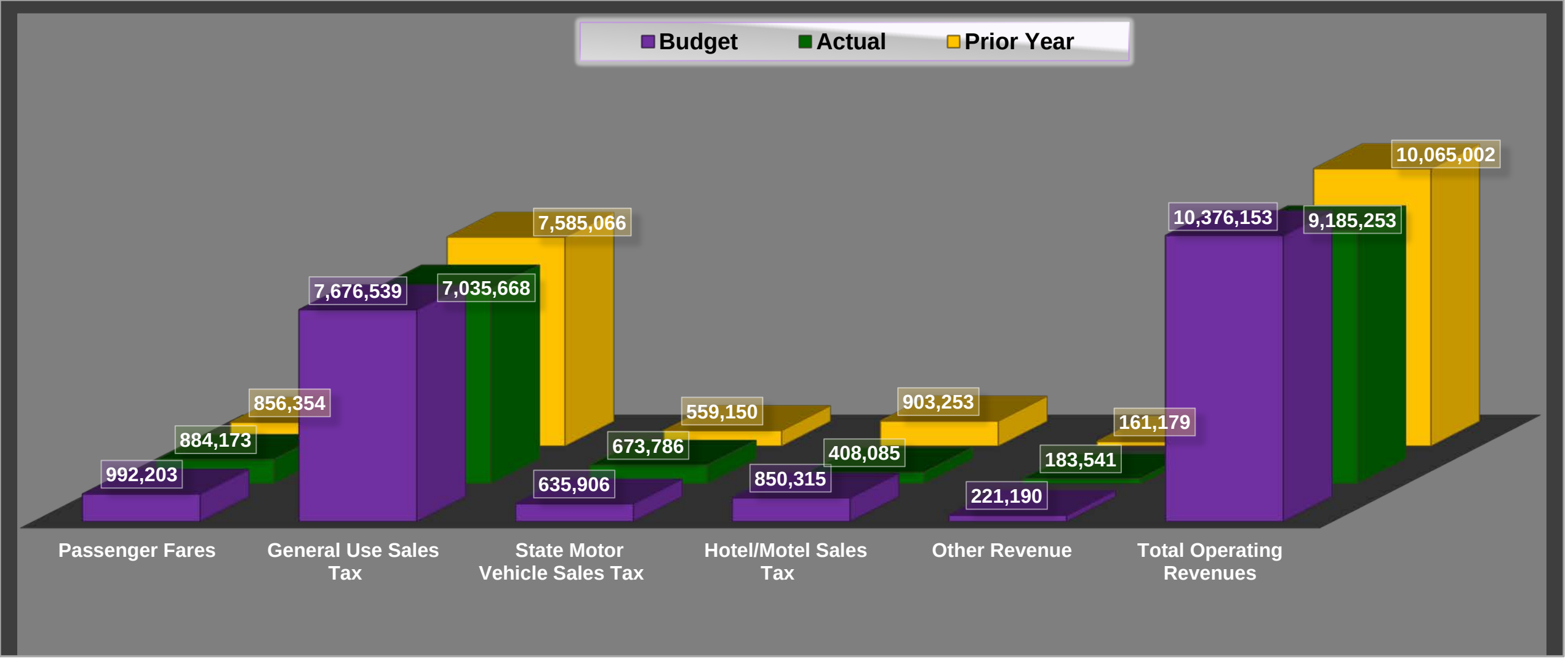
FERRY- Farebox Recovery Rates
2025 vs. 2024

The decrease in farebox recovery to 5.9% in May from 11.3% in April is the result of an increase in operating expenses and a decrease in farebox revenues. Fare revenues continue to offset a small percentage of operating costs.

May 2025 Summary of Sources

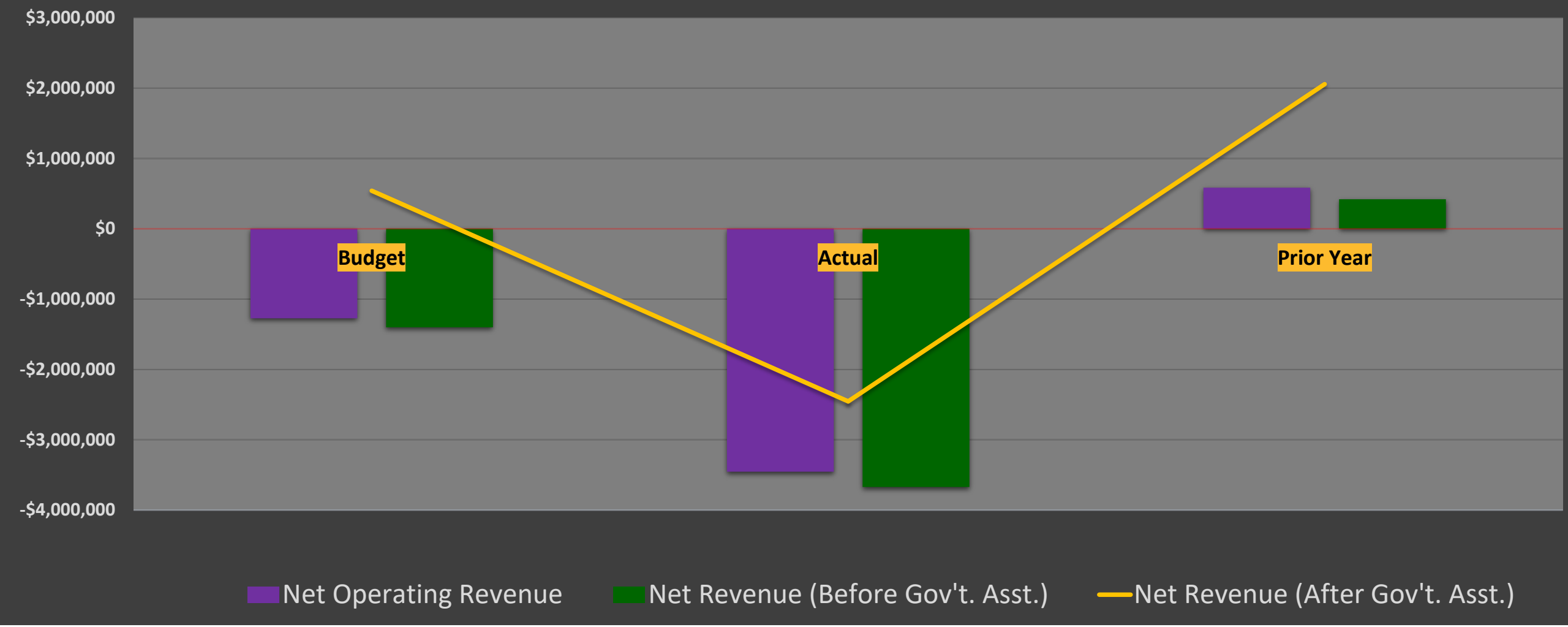
SUMMARY OF SOURCES

	Budget	Actuals	$ Change	% Change	YTD Budget	YTD Actuals
Sales Tax	9,162,760	8,117,539	(1,045,221)	-11.41%	45,813,800	47,714,762
Government Assistance	2,342,727	1,743,734	(598,993)	-25.57%	11,713,635	8,775,563
Sales Tax and Government Assistance	**11,505,487**	**9,861,273**	**(1,644,214)**	**-14.29%**	**57,527,435**	**56,490,325**
Passenger Fares	992,203	884,173	(108,030)	-10.89%	4,961,015	4,353,097
Other Operating Revenues	221,190	183,541	(37,649)	-17.02%	1,105,950	1,043,597
Subtotal Transit Operations	1,213,393	1,067,714	(145,679)	-12.01%	6,066,965	5,396,694
Total Operating Revenues	**12,718,880**	**10,928,987**	**(1,789,893)**	**-14.07%**	**63,594,400**	**61,887,019**
Federal Capital Funding	5,275,772	651,546	(4,624,226)	-87.65%	26,378,860	4,792,114
Investment Income	131,239	100,609	(30,630)	100.00%	656,195	417,922
Subtotal Capital and Bond Resources	**5,407,011**	**752,155**	**(4,654,856)**	**-86.09%**	**27,035,055**	**5,210,036**
Total Revenue	**18,125,891**	**11,681,142**	**(6,444,749)**	**-35.56%**	**90,629,455**	**67,097,055**
Operating Reserve	0	2,520,224	2,520,224	-100.00%	0	(2,586,732)
Total Sources	18,125,891	14,201,366	(3,924,525)	-21.65%	90,629,455	64,510,323



OPERATING REVENUES (BUDGET, ACTUAL & PRIOR YEAR)

RTA's two largest revenue sources are General Use Sales Tax ($7M) and Passenger Fares ($884K). The two combined make up 86.2% or $7.9M of total revenue. Overall, total operating revenues for the month of May are $9.2M.



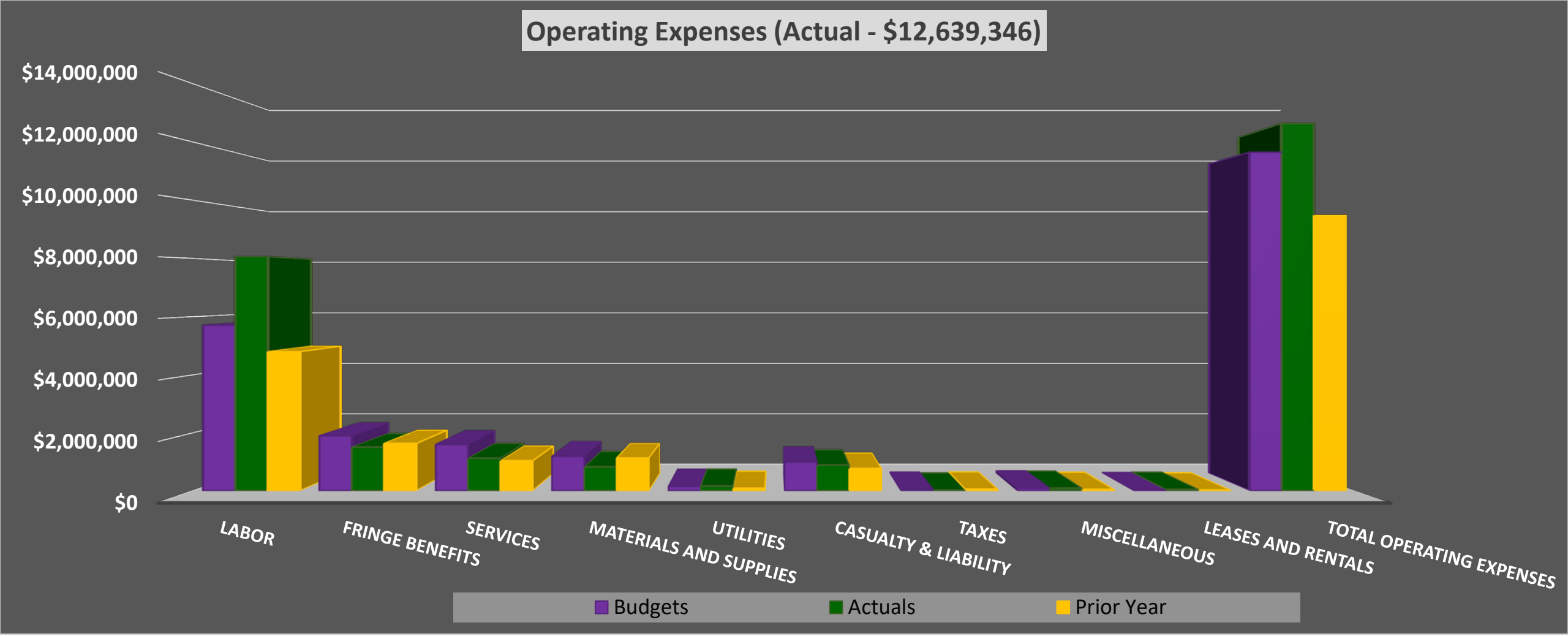
NET REVENUES (BEFORE AND AFTER GOVERNMENT ASSISTANCE)

Net Revenue (Before Government Assistance) is -$3.7M for the month of May. After applying the month's $1.7M in Government Operating Assistance, Net Revenue is -$2.5M for the month of May.

May 2025 Summary of Uses

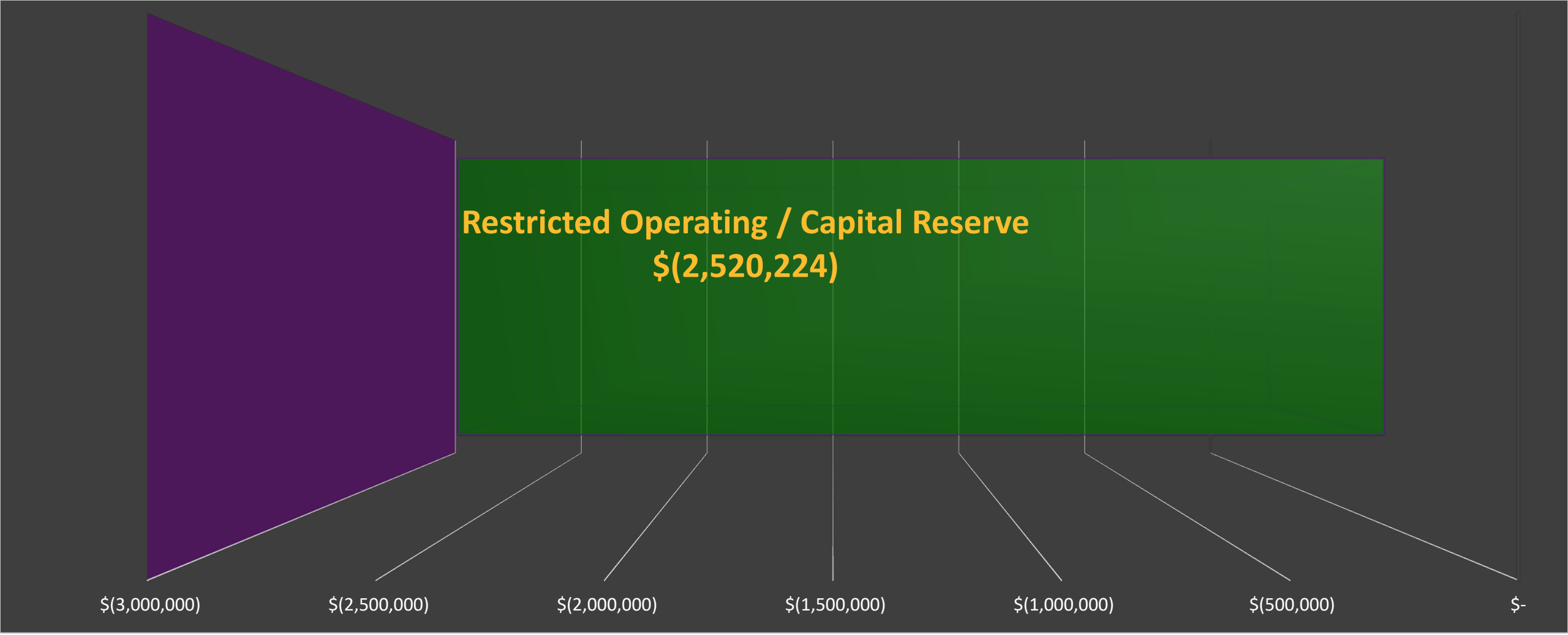
Summary of Uses

	Budget	Actuals	$ Change	% Change	YTD Budget	YTD Actuals
Transit Operations	11,649,552	12,639,346	(989,794)	-8.50%	58,247,760	50,484,606
TMSEL Legacy Costs	126,694	215,894	(89,200)	-70.41%	633,470	1,327,878
Maritime Costs	401,915	527,371	(125,456)	0.00%	2,009,575	2,026,647
Capital Expenditures	5,275,772	651,546	4,624,226	87.65%	26,378,860	4,796,011
FEMA Project Worksheet Expenditures	0	0	0	0.00%	0	0
Debt Service	671,958	167,209	504,749	75.12%	3,359,790	5,875,181
Total Expenditures	**18,125,891**	**14,201,366**	**3,924,525**	**21.65%**	**90,629,455**	**64,510,323**
Operating Reserve	0	0	0	0.00%	0	0
Total Uses	18,125,891	14,201,366	3,924,525	21.65%	90,629,455	64,510,323



Operating Expenses

Operating Expenses for the month of May are roughly $12.6M. Labor and Fringe Benefits, the largest expenditure at $9.6M, comprised 75.6% of this month's actual expenses. In total, Operating Expenses for the month of May show an increase of 29.5% from $9.8M in April (Due to 3 pay period ending dates in May).



OPERATING RESERVE

The negative variance that resulted from Net Revenue (After Government Assistance of approximately $1.7M) deducted $2.5M from the Restricted Operating/Capital Reserve, after the offset of $167K in Debt Service.

Questions?

Agenda

5. Full Discussion/Action Items

A. Authorizations

RTA's Annual DBE Goal for Fiscal Years 2026-2028	25-072
Renewal of Excess Liability, Automobile Physical Damage, and Cyber Insurance [2025-2026]	25-082

Agenda

COVERAGE TYPE	PREMIUMS-EXPIRING COVERAGES CY24-25	PROJECTED PREMIUMS-RENEWAL COVERAGES CY25-26	PROJECTED DOLLAR VARIANCE	PROJECTED INCREASE (%)
Excess Liability [“AL/GL”]	$2,887,569.00	$3,810,458.70	$922,889.70	31.9%
Automobile Physical Damage [“APD”]	$2,122,781.57 TIV $95,131,813.00	$2,084,532.00 TIV $112,952,354.00	($38,250.00)	(2%)
Cyber Liability	$15,638.11	$18,339.31	$2,701.20	17.2%
TOTAL	**$5,025,988.68**	**$5,913,330.01**	**$887,341.33**	**17.6%**

Agenda

5. Full Discussion/Action Items cont'd

A. Authorizations cont'd

Cooperative Endeavor Agreement (CEA) between The University of New Orleans (UNO) and the Regional Transit Authority (RTA)	25-083
TMSEL Board of Trustees Appointment	25-095

B. Procurements

Zero-Emission Bus Architectural and Engineering Services	25-086
Purchase of Replacement Modems for Streetcar	25-088
Mobile Application Contract Extension, Token Transit	25-090

Agenda

5. Full Discussion/Action Items

B. Procurements cont'd

Mobile Application Contract Extension, Moovit	25-091
Award contract to Landmark Consulting LLC to assist with the development and implementation of the Standard Operating Procedure (SOP) Project	25-096

C. Grants (Ratification)

FY25 Buses and Bus Facilities FTA Grant Application	25-078

Questions?

6. New Business (UNANIMOUS VOTE REQUIRED TO CONSIDER)

7. Audience Questions and Comments

8. Executive Session (2/3rds VOTE TO Consider)

BRC Construction Group, LLC v. RTA – CDC No.: 2024-03335

Mark A. Major v. New Orleans Regional Transit Authority, et al.; CDC# 2025-06065; Div "L"

9. Adjournment