Bid Response Summary

Bid Number RFP 2025-010

Bid Title Fare Collection System Upgrade Consultant (rebid)

Due Date Friday, April 25, 2025 1:00:00 PM [(UTC-06:00) Central Time (US & Canada)]

Bid Status Closed to Bidding

Company Four Nines Technologies

Submitted By Craig Jaffe - Friday, April 25, 2025 11:52:52 AM [(UTC-06:00) Central Time (US & Canada)]

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Fare Collections System Upgrade Consultant

Proposal April 25, 2025







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

April 25, 2025

New Orleans Regional Transit Authority

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

Dear Selection Committee Members:

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

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

- We have broad and deep experience in all stages of fare collection projects. We have consulted on dozens of fare collection projects nationally, creating strategies and needs analyses, gathering requirements and assisting with procurements, and providing technical expertise through design, testing, and implementation. This team has the expertise to execute RTA's Task Orders 1 and 2 as well as any future task orders.
- We have demonstrated success as a team. Four Nines and TTG are teamed together at WMATA providing fare collection back office, ticket vending machine, and open payments support. We have a history of successfully meeting project milestones successfully even in the face of aggressive project timelines.
- We are also experts in fare policy. We have extensive knowledge of fare policy trends
 through dozens of fare policy projects and Title VI fare equity analyses. We have
 conducted research, financial analyses, and completed peer reviews on fare policies
 including pass programs for employers/universities, regional fare products, and fare
 capping and other discount programs to support the development and implementation
 of fare changes.
- We understand the unique complexities of integrated multi-modal ticketing. Providing
 a cohesive fare payment experience across diverse modes is no small feat. We have
 consulted on fare collection for ferries at Golden Gate Transit, King County Metro, Kitsap
 Transit, Washington State Ferries, Jacksonville Transportation Authority, and EMBARK in
 Oklahoma City; on streetcar in Atlanta, Oklahoma City, Portland, Seattle and Washington

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

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

Sincerely,

Curtis Pierce

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

Amy Martin
Project Manager

amy@fourninestech.com | 925.209.5979

Table of Contents

1 Project Approach	4
1.1 Project Understanding	4
1.2 Overall Approach	4
1.3 Task Order 1 Proposal	5
1.4 Task Order 2 Proposal	13
2 Project Team	20
3 Team Profile	36
3.1 Firm Profiles	36
3.2 Experience	37
4 Cost Proposal	47
4.1 Task Order 1 Proposed Pricing	47
4.2 Task Order 2 Proposed Pricing	47
4.3 Pricing Notes	48
5 Forms	50

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1 Project Approach

1.1 Project Understanding

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

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

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

1.2 Overall Approach

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

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

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

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

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

1.3 Task Order 1 Proposal

1.3.1 Phase 1: CFMI Initialization

Phase 1.1 Current State Assessment

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

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

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

- Existing Fare Policy
- Draft Fare Study
- Coordinated Fare Modernization Initiative plan
- Other related planning studies
- Existing methods of fare payment and distribution
- Stakeholder responsibilities and relationships

- Types of fare media and technologies
- Current fare system outputs, such as reports
- Existing revenue management and financial reconciliation processes
- Summary level fare purchase and usage data

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

- Reviewing details of current fare collection technology and key elements of the fare structure/policies
- Identifying strengths and shortcomings of current fare collection technology
- Identifying use and goals for data from the fare collection system
- Reviewing how fare media is used and distributed

- Discussing concerns and recommendations related to fare collection technology
- Understanding customer perspectives on the fare payment experience and unique customer groups served by the RTA
- Confirming alignment of the CFMI goals and stakeholder goals

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

Phase 1.2 State of the Practice Review

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

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

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

- Pre-Paid Boarding, including for paratransit and future BRT
- Mobile Technology
- Account-Based Ticketing
- Cashless Cares

- Open Loop versus Closed Loop Systems
- Technology Standards
- Rider Equity and Title VI Considerations

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

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

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

Phase 1.3 CFMI Plan Updates

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

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

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

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

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

Phase 1 Deliverables

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

1.3.2 Phase 2: Project Planning and Management

Phase 2.1 Concept of Operations

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

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

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

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

Phase 2.2 Key Performance Indicators

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

- 1. Availability Measure of the time that a component or system is operational and available for its intended use (i.e., uptime)
- 2. Reliability Measure of the frequency at which a component or system experiences an issue that results in disabled or degraded operation (i.e., failure rate)
- Accuracy Measure of the frequency with which the execution of a component or system process results in inaccurate or missing data

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

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

Phase 2.3 Project Procurement Plan

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

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

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

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

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

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

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

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

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

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

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

Phase 2 Deliverables

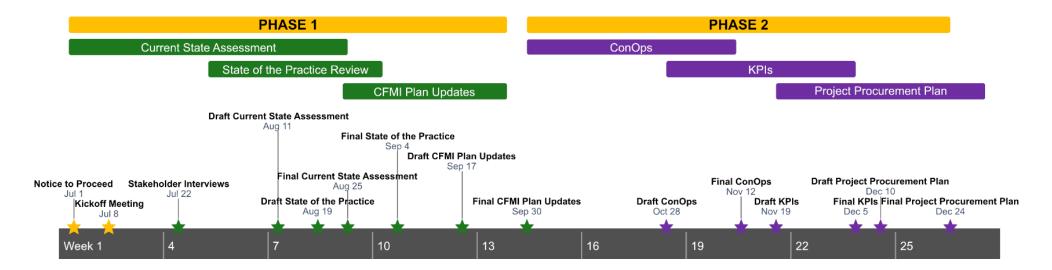
- Concept of Operations
- Key Performance Indicators
- Project Procurement Plan

RFP #: 2025-010 Fare Collections System Upgrade Consultant

1.3.3 Task Order 1 Schedule

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

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



1.4 Task Order 2 Proposal

1.4.1 Phase 3: Procurement Support

Phase 3.1 Develop Scope of Work

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

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

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

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

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

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

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

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

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

Phase 3.2 Procurement Support

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

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

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

Phase 3.3 Evaluation Support

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

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

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

Phase 3 Deliverables

- Technical Requirements and Scope of Work Narrative
- Evaluation Criteria
- Evaluation Report of RFP Respondents

1.4.2 Phase 4: Implementation Support

Phase 4.1 Design, Testing, and Performance Validation Support

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

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

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

 Preliminary Design Review to review the adequacy of the selected design approach and evaluate requirement conformance

• Final Design Review to determine whether the detailed design conforms to the design requirements

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

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

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

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

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

Phase 4.2 Transition Support

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

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

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

Key topic areas for the Draft Transition Plan include:

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

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

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

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

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

Phase 4 Deliverables

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

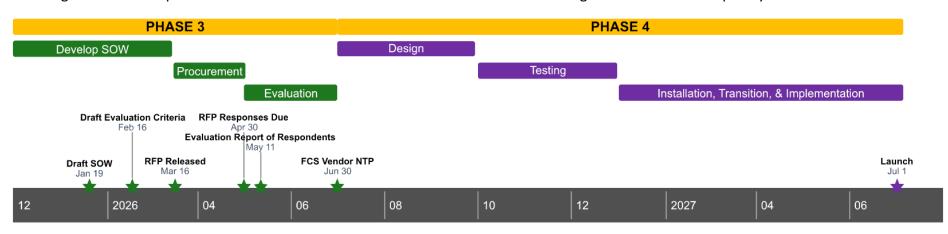
RFP #: 2025-010 Fare Collections System Upgrade Consultant

1.4.3 Task Order 2 Schedule

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

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

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



2 Project Team

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

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

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

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

		Team Member						
			Amy Martin	Curtis Pierce	Maeve Clements	Marcy Stehney	Christina Winberry	
Task Order 1	Phase	1.1 Current State	*	0	0	0	О	
		1.2 State of the Practice	*	0	0	0	О	
		1.3 CFMI Updates	0	*	0	0	О	
	Phase 2	2.1 ConOps	*	0	0	0	О	
		2.2 KPIs	0	*		0		
		2.3 Procurement Plan	0	*	0	0		
Task Order 2	Phase	3.1 SOW	*	0	0	0	O	
		3.2 Procurement Support	0	*		0		
		3.3 Evaluation Support	0	*		0		
	Phase 4	4.1 Design & Testing	*	О		0		
		4.2 Transition Support	*	О		0		

[★] Indicates deliverable lead

O indicates deliverable support

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



Amy Martin, Senior Consultant Four Nines Technologies Proposed Role: Project Manager

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

Relevant Project Experience Includes:

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



Curtis Pierce, Principal
Four Nines Technologies
Proposed Role:
Principal-in-Charge/Fare
Collection SME

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

Relevant Project Experience Includes:

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

Maeve Clements, Senior Consultant Four Nines Technologies Proposed Role: Fare Policy Lead

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

Relevant Project Experience Includes:

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

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



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



Marcy Stehney, Owner
The Transport Group
Proposed Role: Fare
Collection SME



Christina Winberry,
Associate
Four Nines Technologies
Proposed Role: Title VI
Lead/ Project Support

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

Relevant Project Experience Includes:

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

Amy Martin

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

EXPERIENCE

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

2024 - PRESENT

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

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

2022 - PRESENT

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

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

2021 - PRESENT

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

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

2017 - PRESENT

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

TriMet, Fare Subsidy Research Services - Consultant

2024 - 2025

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



SERVICE AREAS

Fare Collection

Multi-Agency Fare Payment Technology

Fare Policy Strategy

Transportation Planning

Governance & Organizational Structures

Academic Research

EDUCATION

MA, City Planning, University of California, Berkeley

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

CERTIFICATIONS

Project Management Professional

PUBLICATIONS

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

CapMetro, Fare Collection Consulting Services — Project Manager

2019 - 2024

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

Marin Transit, Fare Collection Study — Consultant

2023 - 2024

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

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

2022 - 2024

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

Ben Franklin Transit, Comprehensive Fare Study — *Consultant*

2021 - 2024

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

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

2021 - 2023

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

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

2020 - 2022

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

Jacksonville Transportation Authority, Comprehensive Fare Study — *Consultant*

2021 - 2022

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

Curtis Pierce

Principal, Four Nines Technologies

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

EXPERIENCE

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

2024 - PRESENT

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

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

2023 - PRESENT

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

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

2022 - PRESENT

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

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



SERVICE AREAS

Fare Collection

Emerging Technologies

Transit Business Operations

Information Technology
Governance

Service Acquisitions and Contracting

Data Center Planning

Systems Analysis & Design

Intelligent Transportation
Systems

Technical Architecture

Data Integration

Business Process

EDUCATION

MA Cand., Architecture, III. Institute of Tech

BA, Economics, Carleton College

CERTIFICATIONS

Project Management
Professional

Agile Certified Professional

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

2021 - PRESENT

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

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

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

2016 - PRESENT

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

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

2019 - 2024

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

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

2021 - 2023

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

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

2020 - 2022

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

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

2020 - 2022

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

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

2020 - 2021

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

Maeve Clements

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

four our nines technologies

EXPERIENCE

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

2024 - PRESENT

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

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

2023 - PRESENT

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

TriMet, Fare Subsidy Research Services — *Consultant*

2024 - 2025

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

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

2023 - 2024

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

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

2022 - 2024

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

SERVICE AREAS

Fare Policy

Fare Collection

Transportation Planning

Policy Development

Project Management

Benchmarking Research

EDUCATION

Essentials of Survey Design, University of Southampton

Transport Economics Module of Transport Masters, Imperial College London

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

CERTIFICATIONS

Association for Project Management Introductory Project Management Certificate

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

2023

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

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

2023

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

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

2022 - 2023

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

Jacksonville Transportation Authority, Comprehensive Fare Study — *Consultant*

2022 - 2023

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

Denver RTD, Zero Fare August Impact Analysis — Consultant

2022

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

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

2022

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

PRIOR EXPERIENCE

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

APRIL 2015 - JANUARY 2022

Transport for London — Strategic Manager, Customer Experience Analytics

AUGUST 2013 - JULY 2014



Marcy Stehney

RELEVANT EXPERTISE:

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

YEARS OF EXPERIENCE: 23

EDUCATION:

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

Summary:

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

Experience:

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

Washington Metropolitan Area Transit Authority (DC) -

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

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

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

Metropolitan Transportation Commission (Oakland, CA) -

Ms. Stehney is supporting the technical and operational requirements definition, system design review, transition plan development, as well as customer service, for the next generation Clipper system.

Maryland Transit Administration (Baltimore, MD) -

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



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

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

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

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

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

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

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

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

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

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

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

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

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

Christina Winberry

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

EXPERIENCE

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

2024 - PRESENT

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

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

2023 - PRESENT

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

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

2022 - PRESENT

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

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

2021 - PRESENT

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

TriMet, Fare Subsidy Research Services — *Project Manager*

2024 - 2025

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



SERVICE AREAS

Title VI Fare Equity Analysis
Fare Strategy

Fare Collection

Transportation Planning

Stakeholder Outreach

Community Engagement

Academic Research

EDUCATION

BA, Anthropology, Bryn Mawr College

Master of Urban and Regional Planning, Portland State University

CERTIFICATIONS

GIS Proficiency Certificate

Ben Franklin Transit, Comprehensive Fare Study — *Consultant*

2021 - 2024

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

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

2023

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

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

2023

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

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

2022 - 2023

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

Denver RTD, Systemwide Fare Study and Equity Analysis — Consultant

2021 - 2023

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

Jacksonville Transportation Authority, Comprehensive Fare Study — *Consultant*

2021 - 2023

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

CapMetro, Fare Structure Study Task Order — Consultant

2021 - 2022

Four Nines reviewed CapMetro's current fare structure, products, programs, policies, and pricing and evaluated alternatives as CapMetro prepared for the implementation of its new customer payment system. The outcome of the study was a fare strategy that meets CapMetro's needs as it launches its new payment system and as the region builds out Project Connect that includes expansion of the rail system, a downtown transit tunnel, and expanded bus system, including new park-and-rides and additional BRT and circulator services. This study built on other work being conducted by Four Nines to provide on-call support as CapMetro designs, procures, and implements the customer payment system. Previous work included modeling the revenue impacts of instituting fare capping in the new account-based system.

3 Team Profile

We assembled our team to deliver the expertise necessary to successfully provide the RTA with the fare collection consulting expertise necessary both to accomplish Task Order 1 and throughout the on-call contract. Both Four Nines and TTG have been providing fare collection expertise since their inception in 2012 and 2001 respectively; firm leadership proposed here have provided fare collection expertise even longer while part of transit payment teams at Booz Allen Hamilton and CH2M (now Jacobs). Four Nines and TTG have been working together to support WMATA since 2022 and are excited to propose that proven teaming approach to the RTA.

3.1 Firm Profiles



Four Nines Technologies is a certified California Small Business Enterprise. We formed Four Nines in 2012 around a commitment to provide excellence in consulting services to public agencies. Four Nines helps guide transit agencies through technology and policy decisions, specifically fare system technologies and fare policy decisions. Four Nines has extensive experience working with transit agencies through all phases of fare collection. We have conducted fare

collection strategies, current state analyses, concepts of operations, requirements gathering, alternatives analysis, scope of work development, vendor selection, and contract negotiation. We follow that with project management oversight, design review, testing, and rollout, including transition planning and implementation processes. We complement that work with a deep expertise in fare policy, ridership data collection and presentation, and enterprise system deployment.



Established in 2001, The Transport Group (TTG) provides engineering and program management through a team of twelve professionals assigned to a variety of projects. The firm specializes in Fare Payment Systems strategy development, technology and system definition, design, technical analysis, testing oversight, training, operational procedures and implementation. TTG brings a wealth of experience and accomplishments in the fields of fare payment systems, fare

policy, intelligent transportation systems, and connected and automated vehicles.

The experts on the TTG Team have supported numerous transit agencies, including WMATA Washington DC, MTA New York, MTC San Francisco, Metro Houston, MARTA Atlanta, MTA Baltimore, LIRR New York, PATH New York/New Jersey, HRT Hampton Roads, Port Authority Pittsburgh, CapMetro Austin, DART Dallas, MBTA Boston, and MBA Puerto Rico. TTG has worked for the past twenty years on the WMATA SmarTrip® program, and is currently supporting the SmarTrip Mobile initiative, system enhancements, and regional coordination activities. TTG and Four Nines have been working together to support WMATA since 2022.

3.2 Experience

The Four Nines team brings a strong history of successful fare collection strategy and implementation projects to this work. The map that follows shows projects in the U.S. where Four Nines and TTG have consulted on fare collection strategies, procurements, and implementations.



Beyond our consulting work for fare systems, Four Nines is actively involved in transit industry research and conferences. We authored the 2022 TCRP Research Report on Measuring and Managing Fare Evasion; Amy is on the panel for the 2025 TCRP Innovations and Best Practices in Transit Fare Enforcement research project, currently in the planning stages. Maeve is on the panel for the 2025 TCRP Travel Behavior and Financial Impacts of Fare Capping research project, also in the planning stages. We are the lead researchers for an FTA Enhancing Mobility Innovation project investigating the ability to automate enrollment into means-tested low-income fare reduction programs, which was presented at TRB in January. Curtis has presented to multiple APTA conferences and the World ITS Congress on NFC and fare system integrations.

The Four Nines team is proud to stand behind all our work, and any of our clients would be happy to talk with the RTA about our work and our team. Below we provide detailed descriptions of similar engagements we believe to be most relevant to the RTA's project, as well as additional projects that demonstrate the depth of knowledge and experience provided by this team. Reference information is provided in the forms.

CapMetro - Fare Collecting Consulting, Fare Structure Analysis, and Title VI Fare Equity Analyses



Key Staff: Amy Martin (Fare Collection Project Manager), Curtis Pierce (Principal-in-Charge), Christina Winberry (Title VI Lead)

Dates: 2019 - 2025

Like the RTA's proposed project, CapMetro managed their fare collection project through an On-Call Task Order based contract. We initiated the project with strategy work, building on an initial strategy already completed by the agency, and then developed a Concept of Operations. Following these efforts, CapMetro staff and executive leadership ultimately opted to move forward with procuring an upgrade of their existing Bytemark mobile application, which was to be expanded to a full account-based fare collection solution supporting both smart cards and fare payments using a mobile device. We supported CapMetro with the design and implementation of this system. We also provided related fare policy and CRM support.

CapMetro's opportunity to pursue an upgrade of their existing mobile ticketing system to a full account-based fare collection solution presented many benefits. The upgrade was built on a platform well liked and utilized by CapMetro's customers, leveraged CapMetro's existing investment, and was supported by an established working relationship with the fare collection vendor. This path also presented some challenges: the upgrade RFP contained less detailed requirements than would have been expected in a competitive procurement, which at times resulted in a lack of clarity around expectations. Additionally, while many components of the account-based system were built on existing features and functionality, many components were new development and required a larger level of effort than the vendor or CapMetro initially anticipated. We advised CapMetro regarding risks related to the vendor's ability to perform, supported by analysis of potential alternatives and mitigation strategies. We also provided recommendations related to project management rigor and a revised approach to delivering design documentation that have helped the team to overcome these challenges.

We also provided fare policy support to CapMetro related to the launch of their upgraded fare collection solution. We undertook an analysis of current fare product usage data to evaluate the potential revenue impacts of introducing fare capping and outlined potential mitigation strategies through adjusting fares and fare caps to address potential revenue loss under fare capping. Four Nines then reviewed CapMetro's current fare structure, products, programs, policies, and pricing and evaluated alternatives as CapMetro prepared for the implementation of the new customer payment system. The outcome of the study was a fare strategy that meets CapMetro's needs as it launches its new payment system, including launch of a new low income fare program and a new cash digitization network. More recently, Four Nines conducted a Title VI fare equity analysis for CapMetro's Transit Pass for Unhoused Community Pilot Program. To

conduct the fare equity analysis, we supported the development of the program by addressing eligibility and implementation considerations.

Most recently, we supported fare system troubleshooting implementation challenges and the pursuit of desired enhancements, such as how to support paratransit riders using a disparate ticketing system, how to expand the system to microtransit, and an interest in launching cEMV acceptance. We provided strategic advice as CapMetro worked to replace the Bytemark solution and, under a separate contract as sub to AECOM, delivered a media migration plan to assist CapMetro in simplifying and transitioning the agency's extensive fare media offerings into a more streamlined set of options through Umo.

Amy and Curtis have led Four Nines' work with CapMetro since 2019. Christina has provided fare policy and Title VI expertise since joining Four Nines in late 2021 and led the development of the Title VI fare equity analysis for the Transit Pass for the Unhoused Community.

Central Ohio Transit Authority - Fare Collection Assistance and Fares Analysis



Key Staff: Curtis Pierce (Principal-in-Charge and Subject Matter Expert), Amy Martin (Fare Collection Project Manager, 2020 Fares Analysis Deputy Project Manager), Maeve Clements (2025 Fares Analysis Project Manager), Christina Winberry (2025 Fares Analysis Title VI Expert)

Dates: 2020 - 2022, 2025 - Present

COTA contracted Four Nines to help the agency procure a new fare collection system. COTA had an ambitious timeline for the project – due to COVID-19, the agency wanted to procure a new fare collection system that would provide their customers with a contactless fare payment option as quickly as possible. Our team started by conducting a needs analysis workshop with COTA staff. We came to the workshop with a basic understanding of COTA's existing fare structure and fare collection technology gained from our previous project with the agency where we performed an assessment of their current approach to ridership data collection, reconciliation, and reporting. During this workshop we worked with COTA's stakeholders to understand their motivation for the rapid deployment of the new fare collection system, set goals and objectives for the new fare collection system, and identify the strengths, needs, opportunities, and challenges of their existing fare collection solution. We documented the results of the workshop in a presentation format for staff reference.

The needs analysis workshop revealed that an additional fare policy focused discussion was necessary to ensure that the technology being procured could support COTA's existing and desired future fare structures. A core set of agency decision makers attended the fare policy workshop the following day. By engaging a smaller group, COTA was able to quickly make decisions about what fare policies the new system needed to accommodate and then classify those policies into one of three groups: needs to be achieved in a specific technical manner, needs to be accommodated in any manner, or functionality desired but not needed by the agency. This decisiveness allowed us to proceed according to our original schedule with an alternatives analysis workshop the next day.

With decisions made on key technology alternatives such as trip planning approaches, buying new TVMs or integrating existing ones, and the retail network procurement approach, our team crafted a concept of operations for COTA's new account-based fare collection system. This concept of operations, including system requirements, served as the backbone for COTA's RFP. COTA's commitment to involving representative stakeholders from across the agency and empowering those stakeholders to make decisions helped us meet COTA's aggressive timeline and helped COTA to release the RFP less than four weeks after we received NTP. COTA received multiple, competitive responses to the RFP. We supported COTA through vendor negotiations, including development of a cost estimate and total cost of ownership comparison, and

supported COTA and their selected vendor through system configuration and a successful launch.

In parallel to preparations to implement its new Masabi fare management system, we performed a detailed review of COTA's fare structure and policies. We identified opportunities to simplify fares, including implementing a flat fare structure and introducing fare capping. We also helped COTA develop a roadmap to eliminate legacy fare media, such as magstripes, with a long term goal of transitioning to cashless fare collection while considering fare equity and ensuring all customers have equitable access to the new fare management system. Four Nines followed on the fare study with support for COTA's design and implementation of pass programs, including a new low-income program and the accompanying Title VI fare equity analysis. We have recently kicked off a project to refresh COTA's fare structure, with a new renewed focus on integrated ticketing and policies across fixed route, paratransit, microtransit, and COTA's future BRT services.

Similar to the RTA, COTA's project was focused on minimizing the operator's involvement in fare collection, advancing access to fares for all riders, regardless of banking access, and expanding and simplifying programs for employers and educational institutions. Transition planning from old to new fare media was also a major topic and resulted in lessons learned around how to best support customers during that process (e.g., transitioning from rolling 31-day passes to calendar-based passes).

Regional Transit District - Systemwide Fare Study & Equity Analysis and Account-Based Ticketing Support



Key Staff: Amy Martin (Fare Collection Project Manager, Fare Policy Deputy PM), Curtis Pierce (Principal-in-Charge), Maeve Clements, Christina Winberry

Dates: 2019 - Present

Denver's Regional Transit District (RTD) has engaged Four Nines for several related fare collection consulting task orders since 2019 in support of the region's fare collection modernization project and implementation of a Masabi account-based ticketing solution. RTD first asked Four Nines to conduct market research on other rail agencies' procurement, design, and installation decisions related to validators; the results of the research supported RTD's rail validator placement decision making.

We followed that task by providing transition planning and RFP/SOW support as RTD explored possible transition approaches from its card-based to a new account-based system. We created phasing plans exploring three transition options and then workshopped the operational impacts with RTD staff. We developed a detailed transition plan for the selected transition option. We also reviewed RTD's RFP for new validators, addressed staff questions about technical implications of a split back office/validator procurement, and provided a back office vendor cost analysis. In early 2021, we completed two additional research efforts for RTD: an overview of open-loop payment acceptance in a public transit setting and a peer review related to resolving PCI compliance issues at ticket vending machines.

In 2022, RTD launched the new account-based fare collection back office provided by Masabi. Leading up to the launch, we provided detailed transition planning work, including support in closing out the existing Conduent solution. We are currently engaged to support implementation of system enhancements, such as cEMV acceptance, launch of a cash digitization retail network, and legacy paper product integration into RTD's overall fare strategy. We have recently completed a visioning effort in support of RTD's next fare collection investment and are in the midst of developing that RFP.

In a separate effort, Four Nines conducted a comprehensive review of RTD's fare structure and pass programs. The study explored the trade-offs associated with fare alternatives and programs to achieve equity, simplicity, and affordability goals with a strong emphasis on input from RTD customers. As part of the process to create fare alternatives, Four Nines conducted a comprehensive benchmarking analysis in which we reviewed components of RTD's fare structure against 10 peer agencies. We developed a series of white papers on various aspects of programs for vulnerable rider groups including Zero Fare, Payment of Low-income Fares, Free Fare for Youth, and Fare Equity Mitigations. We helped develop and manage community engagement efforts, which considered new fare programs and whose input to help shape the

final recommendation. The result was a new simplified fare structure that reduced the cost of transit for discount riders, approved by the Board in 2023 and implemented in January 2024.

Amy Martin and Curtis Pierce are leading the ongoing fare collection efforts at RTD. They also both played leadership roles in the Fare Study, including managing a large team of subject matter expert subconsultants. They were supported by Four Nines' fare policy leads, Maeve and Christina.

Like the RTA, these efforts included an emphasis on financial equity and inclusion for lower-income, un-, and under-banked riders as exhibited by the new fare structure, upcoming launch of a cash digitization network, and ongoing planning related to legacy fare media integration or discontinuation. Current RFP planning work also envisions procuring new TVMs separately from the back office and designing an open payment platform that can build on RTD's leadership in the MaaS space.

Sound Transit - Next Generation Regional Fare Collection System (ORCA) Consultant



Key Staff: Curtis Pierce (Project Manager), Amy Martin (Project Coordinator), Christina Winberry (Support)

Dates: 2015 - Present

Our experience working to support the procurement and implementation of the Puget Sound region's Next Generation ORCA fare collection solution features many of these same tasks. We have provided regional inter-agency support for the seven agency system since 2015, including convening needs analysis stakeholder interviews during earlier planning phases of the project, requirements gathering and review sessions to support development of the procurement package, and supporting regular ongoing coordination meetings like the ORCA Joint Board. Curtis provided extensive procurement support, developing the scope of work narrative and requirements, assisting with pre-proposal meetings and responding to the vendor questions, participating in on-site reference checks for finalists, and advising during vendor negotiations prior to award. Preparation of the procurement package also required coordination with Sound Transit's legal department when establishing operations and maintenance terms and conditions for the fare collection system contract.

Following selection of INIT as the new ORCA vendor, we were active participants in the design review process for the system. Each design review deliverable was reviewed by the appropriate consultant with expertise in that area; issues were logged in a Master Issues Log for review with the client and vendor and many issues were addressed during interactive design review workshops. Amy developed and managed an integrated program schedule encompassing project schedules for the new fare collection vendor, changes required by the legacy system vendor to support transition, a separate retail network contract, and related agency projects such as CAD/AVL upgrades and integrations. We supported testing throughout the program - we provided feedback on INIT's test plans, Curtis participated in on-site first article testing at INIT's office in Germany, and Curtis and Amy supported final testing on-site in Seattle leading up to and during the system transition weekend in 2022.

We continue to support the program as it has moved towards final system acceptance and into operations and maintenance, including reviewing enhancement requests, drafting change orders, and reviewing vendor responses to these requests for both cost and schedule reasonableness. Current efforts include improving access to discount fares through integration of an eligibility portal with the regional Salesforce implementation, launch of the ORCA card in mobile wallets, and accepting cEMV payments. We also recently completed a landscape review on negative balance features that we will be following up with peer agency interviews to support regional policy decisions.

WMATA - Fare System Back Office, TVM, and Open Payments Technical Consulting Support



Key Staff: Curtis Pierce (Principal-in-Charge & SME), Amy Martin (Deputy PM for Back Office), Maeve Clements (Support), Marcy Stehney (SME)

Dates: 2022 - Present

Washington Metropolitan Area Transit Authority (WMATA) hired Four Nines to support its effort to replace its first generation, card-based fare collection system that is nearing the end of its useful life. We evaluated WMATA's current system to define goals and scenarios for back office system upgrades, developed an Alternatives Analysis that highlighted potential directions to achieve WMATA's goals, incorporated WMATA's desired features into an extensive list of design requirements, and developed a Statement of Work document that provided a narrative in support of the requirements. Due to agency budget shortcomings, the back office project has been placed on hold until 2025.

Four Nines and TTG are also part of the Jacobs team selected to support the WMATA's Ticket Vending Machine procurement. The TVM project began with a Quantitative Analysis led by Four Nines to determine the minimum number of machines needed. By working with staff on strategies to move transactions to other, less expensive platforms including retail networks, card-in-wallet, and cEMV, we were able to reduce the number of TVMs nearly in half. As part of an industry review we hosted a vendor showcase which brought all the TVM vendors in the U.S. together and allowed WMATA stakeholders to see and touch them. Following the postponement of the back office project, we rewrote the TVM requirements to support integration of the TVMs with the existing card based system. The TVM RFP we authored was released earlier this year. We are contracted to support evaluation of TVM vendor proposals and implementation.

Four Nines and TTG are part of a second Jacobs team selected to implement cEMV beside the current WMATA SmarTrip card based system in 2025. Littlepay will be the vendor. This will be the first major system in the U.S. to implement closed loop and open loop systems from different vendors on the same validators. WMATA is another example of our participation in contract negotiations, and in the integration of disparate systems, some from the same vendor, some from different vendors.

Curtis and Marcy are two of the lead technical subject matter experts for the back office, TVM, and open payments projects. Amy authored the peer review for the back office Current State Assessment, was a major contributor to the Back Office Alternatives Analysis, and has provided peer information on customer communications and marketing for open payments.

Jacksonville Transportation Authority - Comprehensive Fare Study & Fare Collection Consulting Services



Key Staff: Amy Martin (Fare Collection SME), Maeve Clements (Project Coordinator & Fare Policy SME)

Dates: 2021 - 2024

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

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

Similar to the RTA, JTA offers tickets and passes today both through the GFI farebox system as well as through Token Transit. Access to fares was a major consideration in planning for the next generation fare collection solution, as today JTA has a very limited number of TVMs and a limited-footprint retail network. Additional unique features of the project relevant to the RTA include planning around ticketing for foot and vehicle ferries.

4 Cost Proposal

4.1 Task Order 1 Proposed Pricing

Four Nines Technologies, as a Small Business Enterprise, does not have audited financial statements. Our team's proposed pricing for Task Order 1 uses an overhead rate of 71.53%. The use of this overhead rate falls under NORTA's Section 4.4 requirements for the threshold of CPA audit and Federal or State audit requirements. Our proposed not-to-exceed price of \$132,500 includes estimated costs for two trips.

Task	Phase	Work Description	Proposed Price
1	1	CMFI Initialization	\$60,000
1	2	Project Planning and Management	\$65,000
1	Travel	Travel to support Task 1	\$7,500
		Total TO 1 Not-to-Exceed Price	\$132,500

The estimated \$7,500 in travel costs would cover a total of five three-night trips. We propose conducting the trips as follows:

- One trip for three team members as part of Phase 1 to conduct the stakeholder interviews
- One trip for two team members as part of Phase 2 to review the draft ConOps and gather feedback, or to present the findings and final deliverables from the entire Task Order at its completion

4.2 Task Order 2 Proposed Pricing

The amount a consultant is needed for Task Order 2 will vary greatly depending on the solution chosen. A pure Software-as-a-Service solution with no customizations from a single vendor requires a lot less testing involvement, for example. Decisions regarding these elements will be made during Task Order 1 and will impact the level of effort for Task Order 2. While the amount of work performed may increase or decrease based on the RTA's decisions during Task Order 1, we have provided an estimate for Task Order 2 (Phases 3 and 4) below based on our current understanding of the RTA's needs. We have included pricing for three trips as part of Task Order 2.

We will work closely with the RTA project management team to provide a better estimate after some of the unknown elements are resolved as the decisions of Task Order 1 are made and the scope of Task Order 2 is finalized.

Task	Phase	Work Description	Proposed Price
2	3	Procurement Support	\$95,000

Task	Phase	Work Description	Proposed Price
2	4	Implementation Support	\$115,000
2	Travel	Estimated Travel to support Task 2	\$12,000
		Total TO 2 Not-to-Exceed Price	\$222,000

The estimated \$12,000 in travel costs would cover a total of eight three-night trips. We propose conducting the trips as follows:

- One trip for two team members for a kick off meeting with the selected vendor
- One trip for two team members during testing
- Two trips for two team members during installation, transition, and implementation

4.3 Pricing Notes

Task Orders will be billed in accordance with the following hourly rates based on when the work occurs.

The following hourly rates for team members are good through December 31, 2025:

Team Member	Direct Labor	Fringe	Overhead	Profit	Hourly Rate
Curtis Pierce	\$106.52	\$46.84	\$76.20	\$22.96	\$252.51
Amy Martin	\$77.74	\$34.18	\$55.61	\$16.75	\$184.29
Maeve Clements	\$64.13	\$28.20	\$45.88	\$13.82	\$152.03
Christina Winberry	\$51.92	\$22.83	\$37.14	\$11.19	\$123.08
Marcy Stehney (sub)	\$223.90	N/A	N/A	\$22.39	\$246.29

The following hourly rates for team members are good through December 31, 2026:

Team Member	Direct Labor	Fringe	Overhead	Profit	Hourly Rate
Curtis Pierce	\$111.85	\$49.18	\$80.01	\$24.10	\$265.14
Amy Martin	\$81.63	\$35.89	\$58.39	\$17.59	\$193.50
Maeve Clements	\$67.34	\$29.61	\$48.17	\$14.51	\$159.63
Christina Winberry	\$54.52	\$23.97	\$39.00	\$11.75	\$129.24
Marcy Stehney (sub)	\$235.10	N/A	N/A	\$23.51	\$258.61

We agree to meet or exceed your DBE goal of 22.3% and estimate the DBE contract value at \$79,100.

We are open to conducting additional travel should the RTA find it beneficial to the project; alternatively, we can conduct all of the strategy and procurement activities remotely, as we've

successfully demonstrated in prior projects such as COTA's procurement and launch of their new fare management system and our fare collection industry review project for TriRail, amongst others.

For any travel expenses, Four Nines will bill the RTA actual costs in accordance with the RTA's Travel Policies and Procedures. We will work with the RTA to determine the appropriate travel cadence for this project and will only travel with prior approval from the RTA.

5 Forms

1.15 ADDENDA

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

Addendum No1	, dated 4/22/2025
Addendum No	, dated
Addendum No	, dated
	Four Nines Technologies
	Company Name
	Curtis Pierce, Principal
	Company Representative
	RFP 2025-010

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

PROPOSAL PRICING RESTRICTIONS

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

4.4 OVERHEAD RATES

Contractor will be required to submit an audited overhead rate.

4.5 PLACE OF PERFORMANCE

(a) The offeror o	r respondent, ir	the performance of any contract resulting from this
solicitation, X	_ intends,	does not intend [check applicable block] to use one
or more plants or	r facilities locat	ted at a different address from the address of the offeror or
respondent as inc	dicated in this p	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
County, Zir Code)	I failt of Facility if Other than Offeror of Respondent
Staff are remote and work from home in the following states: California, New Jersey, Oregon. Additional details are available upon	
request.	

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

Regional Transit Authority Service Provider Questionnaire RTA	Project name, project number and date of submittal: Fare Collections System Upgrade Consultant, 2025-010, April 25, 2025	Official name of firm, indicate if prime or subconsultant: Four Nines Technologies, Prime	Address of office to perform work: Firm address: 101 Madera del Presidio Drive, Corte Madera, CA 94925 All staff are remote and work from home offices
4. Name of parent company, if any: n/a	5. Location of headquarters (city): Corte Madera, CA	6. Name, title, and telephone number of principal contact: Curtis Pierce, Principal 510-541-2799	7. Name, title, and telephone number of project manager: Amy Martin, Senior Consultant 925-209-5979
8. Specify Type of Ownership: X Private corporation Public corporation Proprietorship Partnership	9. Indicate Special Status: Small business Minority-owned business Woman-owned business	Indicate certifications held regarding special status: SBA certified SLDBE certified LAUCP certified	11. Is this submittal a joint venture (JV)? Yes X No If so, has the JV worked together before? Yes No
# Function (e.g. civil engineer) 2 Principal 2 Senior Consultant			ndicate in-office personnel separately, e.g. "5/1".

form and indicate on the form in item 10 that the response is a joint venture.

13. List all outside subcontractors or subconsultants you intend to employ for this project.a. Name and address of subconsultant or subcontractorb. Specific work to be performed on this project c. Worked with prime firm before? The Transport Group 43588 Wild Ginger Terrace, Leesburg, VA 20176 Fare Collection Consulting Subject Matter Expertise, emphasis on mobile technologies Yes

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3). a. Name and title: a Name and title: Curtis Pierce, Principal Amy Martin, Senior Consultant Based in CA Based in CA b. Position or assignment for this project: b. Position or assignment for this project: Principal-in-Charge/Fare Collection SME Project Manager With other firms: 4 c. Years of professional experience with this firm: 13 With other firms: 18 c. Years of professional experience with this firm: d. Education: d. Education: Degree / Year / Specialization Degree / Year / Specialization BA, Carleton College / Economics MA, University of California, Berkeley / 2017 / City Planning BS, University of California, Davis / 2013 / Environmental Policy Analysis & Planning e. Active registration or applicable certifications: e. Active registration or applicable certifications: State / Discipline / License number / First year registered State / Discipline / License number / First year registered Project Management Professional Project Management Professional / 2024 Agile Certified Professional f. Experience and qualifications relevant to this project: f. Experience and qualifications relevant to this project: Curtis Pierce brings over 30 years of technical project management expertise to the team, Amy Martin brings more than 10 years of experience in fare policy, fare collection, and with the last 17 years dedicated to working with transit operators across the U.S., regional transportation planning to the team and has extensive experience in current state specializing in fare collection, program management, data integration, and IT strategy. He assessments, defining system requirements, and developing RFPs for electronic fare co-leads Four Nines' fare collection practice. Curtis is currently serving as project manager collection systems. Amy co-leads the fare collection practice for Four Nines and has on the Seattle region's ORCA Fare System Procurement & Implementation project, which worked on developing fare collection strategies and procurements for a wide variety of recently transitioned to a new account-based, open-architecture next generation electronic public transit agencies, including Next Generation ORCA in Seattle, RTD in Denver, and fare collection system. He also is a senior technical advisor for Four Nines' efforts in the Altamont Commuter Express in Stockton. Amy focuses on understanding currently providing fare collection expertise for WMATA, NCTD, CapMetro, Denver RTD, and available and developing fare collection technology and ensuring fare collection strategies SJRRC. As a subconsultant and in previous positions with Booz Allen Hamilton and developed for individual public transit agencies meet the current and future needs of the CH2M HILL, Curtis has provided leadership and technical expertise to many other major agencies, customers, and overall fare strategy. Amy also understands the intersection of fare collection systems across the U.S., including Los Angeles' TAP, the San Francisco Bay technology and fare policy and is an integral part of understanding the implementability of Area's Clipper, Portland's Hop, Honolulu's HOLO, and Sacramento's Connect Card. fare policy strategies in Four Nines' fare collection and policy projects. She has served as Project Manager on similar projects for the San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority, Denver RTD, CapMetro, COTA, and the Sacramento Area Council of Governments.

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

a. Project name, location, and	b. Reference contact name,	c. Project description	d. Nature of firm's responsibilities	e. Completion	f. Estimated fees (000's)	
owner's name	telephone number, and e-mail	c. Project description	d. Nature of firm s responsibilities	date (actual or estimate)	Entire project	Firm's work
ORCA Fare System Procurement & Implementation Seattle, WA Sound Transit	Scott Corbridge, Regional Program Manager 206-398-5422 scott.corbridge@soundtransit.o rg	In 2022, the Seattle Region replaced their first generation smart card with an open architecture second generation system. Four Nines led the replacement project, including development of the strategic plan, high level design, technical requirements, and RFP. We supported design, testing, and system implementation and continue to support system enhancements.	Prime consultant leading multi-firm team providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	2027	\$6.2m	\$3.5m
Technical Assistance for New Ticketing System Stockton, CA San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority	David Lipari, Deputy Director of Passenger Experience and Communications 209-944-6278 dlipari@sjrrc.com	Four Nines supported SJRRC in preparing an RFP for a new ticketing system for the Altamont Corridor Express (ACE) commuter rail service. We supported vendor procurement and are currently supporting system design, testing, and implementation. Four Nines is also supporting SJJPA with the related San Joaquins New Back Office System Project.	Prime consultant providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	2027	\$1.5m	\$1.5m
Account-Based Ticketing Implementation Support Denver, CO Denver Regional Transit District	Monika Treipl-Harnke, Revenue Senior Manager 303-299-2347 Monika.Treipl-Harnke@rtd-de nver.com	Four Nines is leading the development of a SOW for RTD's replacement account-based fare collection back office that will integrate with existing hardware. The SOW builds on an earlier high level design developed by Four Nines and prior fare collection consulting activities and a systemwide fare study (separately contracted).	Providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Task order issued as part of broader bench, however task order is fully executed by Four Nines.	2025	\$180k	\$150k

Fare Collection Consulting Services Austin, TX CapMetro	Jonathan Tanzer, Director of Product Management 512-369-6053 jonathan.tanzer@capmetro.org	Four Nines provided on-call support as CapMetro launched the next iteration of its electronic fare collection system. This included initial strategy work, system design and implementation support, a comprehensive fare study, and a number of limited tasks related to topics including farebox reconciliation and bikeshare pricing.	Provided fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Also provided fare policy consulting and Title VI Fare Equity Analysis services.	July 2024	\$1m	\$750k
Fare Collection Assistance & Fares Analysis Columbus, OH Central Ohio Transit Authority	Jason Yanni, Senior Director Product Management & Innovation 614-308-4417 yannijr@cota.com	Four Nines assisted COTA as they procured and implemented a new fare collection system. Developed and released the fare system RFP less than four weeks after we received NTP. Supported vendor procurement and implementation. Also conducted a comprehensive fare policy analysis in advance of launching the new fare collection system.	Provided fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Also provided fare policy consulting and Title VI Fare Equity Analysis services.	September 2022	\$410k	\$300k
Fare System Back Office & Fare Vending Machine Technical Support	Clint Leslie, Program Coordinator, Fare Revenue Systems and Modernization 202-962-1033 cleslie@wmata.com	Led strategic planning and development of final procurement package for a new account-based fare collection back office. Release of the RFP has been delayed due to agency budget constraints. WMATA is continuing with replacement of their fare vending machine. For that effort, Four Nines is leading requirements development and a quantitative analysis to determine the optimal number of needed FVMs.	Prime consultant leading multi-firm team that provided fare collection subject matter expertise related to strategy and procurement for back office project. Subconsultant providing subject matter expertise for fare vending machine project.	2025	\$2.7m	\$1m

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

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work	d. Percent complete	e. Estimated fees (000's)	
	b. Nature of firm's responsionity	completed as prime, subconsultant or joint venture		Total fee	Fee remaining
Technical Assistance for New Ticketing System Stockton, CA San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority	Prime consultant providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	Prime	20%	\$1.75m	\$1.4m

ORCA Fare System Procurement & Implementation Seattle, WA Sound Transit	Prime consultant leading multi-firm team providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation.	Prime	95%	\$6.2m	\$150k
CAD/AVL System Selection Support Pontoon Beach, IL Madison County Transit	Four Nines provided strategy, procurement, and is now providing implementation support as MCT launches its first CAD/AVL system.	Prime	80%	\$120k	\$25k
Transit Fare Study Anchorage, AK Municipality of Anchorage	Four Nines is leading a fare study across Anchorage's services, including fixed route and paratransit, analyzing existing conditions, conducting peer research, and developing recommendations	Prime	45%	\$100k	\$55k
Business System Consulting Services Oceanside, CA North County Transit District	Four Nines is providing on-call business system consulting services to the District, currently focused on a Hastus replacement project.	Prime	70%	\$260k	\$110k
Ridership Data Dictionary San Rafael, CA Golden Gate Bridge, Highway and Transportation District	The District is building a replacement for their existing ridership reporting application. The scope of that project does not currently include data flow mapping, a data dictionary, or an analysis of best practices for ridership reporting. Therefore, the District has asked Four Nines to support the project by filing in those gaps.	Prime	95%	\$120k	\$55k
Title VI Fares Analysis Columbus, OH Central Ohio Transit Authority	Four Nines just initiated a comprehensive fare study and associated Title VI fare equity analysis for COTA covering fixed route, paratransit, and microtransit fares and fare payment options.	Prime	0%	\$175k	\$175k
Title VI Program Update Stockton, CA San Joaquin Regional Rail Commission & San Joaquins Joint Powers Authority	Four Nines, supported by a subconsultant, is conducting SJRRC's triennial Title VI Program Update.	Prime	50%	\$115k	\$80k
Fare Study Kalamazoo, MI Central County Transportation Authority	Four Nines is conducted a fare study covering CCTA's fixed route, paratransit, and microtransit services, including fare collection recommendations.	Prime	40%	\$80k	\$50k

Verifying Low-Income Fare Eligibility via Connections to Other State Databases Rochester, NY FTA EMI Grant via Rochester Genesee Regional Transportation Authority	Four Nines is working with Rochester RTS and other partners to investigate the ability to automate enrollment into means-tested low-income fare reduction programs.	Subconsultant	65%	\$225k	\$75k
Fare Vending Machine Technical Support Washington D.C. Washington Metropolitan Area Transit Authority	Subconsultant providing subject matter expertise for fare vending machine replacement project.	Subconsultant	95%	\$320k	\$20k
Open Payments Consulting Support Washington D.C. Washington Metropolitan Area Transit Authority	Subconsultant providing subject matter expertise for open payments overlay project.	Subconsultant	40%	\$215k	\$140k
Account-Based Ticketing Implementation Support Denver, CO Denver Regional Transit District	Providing fare collection subject matter expertise and owner's representative services related to fare collection strategy, procurement, and implementation. Task order issued as part of broader bench, however task order is fully executed by Four Nines.	Subconsultant	70%	\$180k	\$50k
Transit Operations Insourcing Feasibility Study San Diego, CA San Diego Metropolitan Transit System	Subconsultant providing transit technologies subject matter expertise related to broader insourcing project.	Subconsultant	20%	\$55k	\$45k

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

Since 2012, Four Nines has helped guide transit agencies through technology and policy decisions, specifically fare system technologies and fare policy decisions Four Nines has extensive experience working with transit agencies through all phases of fare collection. We have conducted fare collection strategies, current state analyses, concepts of operations, requirements gathering, alternatives analysis, scope of work development, and vendor selection. We have often followed that work with design, testing, and rollout, including transition planning and implementation processes. We complement that work with a deep expertise in fare policy, ridership data collection and presentation, and enterprise system deployment.

We strive to develop fare recommendations that meet the needs of transit agencies as well as the customers they serve. We consider how customers pay their fares and use the system today, current challenges, and how they might pay fares in the future. We pride ourselves on our ability to provide creative fare policy solutions. Our approach recognizes the importance of understanding fare collection capabilities and plans, the agency's customers, the operating environment, business processes and change management, and data requirements and limitations.

Our team prides itself on the many innovations that we have been a part of. Our team has led fare collection projects which include the first use of APIs (St. Louis Metro), the first integration of commercial financial software (TriMet), and the first integration of commercial CRM software in the initial launch (ORCA). We have authored TCRP and FTA reports on fare enforcement and low income programs and regularly present at APTA conferences, Smart Card Alliance meetings, ITS Congress, and other industry forums on fare collection and fare policy. Our team has consulted on dozens of fare collection implementations in North America, including most of the open payments and account-based systems currently being procured and implemented. We led the only upgrade of a card based system to an account based system from a different vendor that didn't require riders to switch cards or accounts (ORCA). We have experience with all the leading fare collection vendors, including all of the major Software as a Service vendors including Token Transit, Masabi, Umo by Cubic, and Kuba (formerly Unwire).

- 18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethics conflict at this time.
- 19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.
- 20. The forgoing is a statement of facts.

(Internal of the state of the s	
Signature:	Date:April 24, 2025
Typed Name:Curtis Pierce	Title:Principal

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

Regional Transit Authority Service Provider Questionnaire RTA	Project name, project number and date of submittal: RFP #: RFP 2025-010 RFP Title: Fare Collections System Upgrade Consultant Submission Date: April 24, 2025	Official name of firm, indicate if prime or subconsultant: Subcontractor The Transport Group, LLC	3. Address of office to perform work: 43588 Wild Ginger Terrace Leesburg, VA 20176
Name of parent company, if any: Not applicable	5. Location of headquarters (city): Leesburg VA	6. Name, title, and telephone number of principal contact: Marcy Stehney Principal 724-263-9644	7. Name, title, and telephone number of project manager: Marcy Stehney Principal 724-263-9644
8. Specify Type of Ownership: Proprietorship	9. Indicate Special Status: Woman-owned business	Indicate certifications held regarding special status: LAUCP certified	11. Is this submittal a joint venture (JV)? No If so, has the JV worked together before? NA
# Function (e.g. civil engineer) 1 Project Manager 3 Sr Fare Collection Engineer QA Inspection Engineer Business Analyst	on. Count each only once. If all persons 1Finance Manager		indicate in-office personnel separately, e.g. "5/1".
1Project Administrator	nd 1 Sr. Fare Collection Engineer are st	ationed at office #3.	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?
None		

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

a. Name and title: Marcy Stehney, Principal	a. Name and title: Donna Aurich, Senior Software Engineer
b. Position or assignment for this project: Subject Matter Expert	b. Position or assignment for this project: Subject Matter Expert
c. Years of professional experience with this firm: 24 With other firms: 3	c. Years of professional experience with this firm: 7 With other firms: 13
d. Education: Bachelor of Science Mechanical Engineering - 1996	d. Education: Master of Science in Information Systems Technology – 2009 Bachelor of Science in Computer Science - 1997
e. Active registration or applicable certifications: None	e. Active registration or applicable certifications: CIO University Certificate, Chief Information Officer's Council, General Services Administration (GSA), December 2009
f Experience and qualifications relevant to this project:	f Experience and qualifications relevant to this project:

f. Experience and qualifications relevant to this project:

Washington Metropolitan Area Transit Authority (Washington, DC) - Ms. Stehney is currently developing requirements for new fare vendors and open payments, and recently supported the requirements process for an account-based back office system. Ms. Stehney contributed to the development of the Fare System Vision and Strategy for a 15-year plan for the DC region. She previously provided procurement, technical and project management support to WMATA and 9 local transit agencies for smartcard implementation, mobile app development, wallet-based payments, regional customer service, fare policy, revenue sharing, operations, training.

Metropolitan Atlanta Rapid Transit Authority (Atlanta, GA) – Ms. Stehney is leading the design and implementation phase for replacement of MARTA's fare payment system including account-based back office, fareboxes, fare vendors, gates, mobile app. She supported the development of the technical specification and evaluation of proposals.

Metropolitan Transportation Commission (Oakland, CA) – Ms. Stehney is providing technical guidance for system design, testing, transition, and customer service, for the next generation Clipper system. She is conducting testing for the mobile app and customer website, and previously the definition of technical requirements.

Houston Metro (Houston, TX) – Ms. Stehney evaluated technical proposals for a new fare payment system for Houston Metro and is supporting the design process for the system.

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

f. Experience and qualifications relevant to this project:

Maryland Transportation Administration MTA (Baltimore) - Ms. Aurich is managing the design, testing and implementation of a new Point of Sale system for MTA's Transit Store.

Washington Metropolitan Area Transit Authority (DC) – Ms. Aurich supported Fare Collection System testing and managed the Compact Point of Sale (CPOS) retail network, including interfacing with multiple internal departments, vendor engineering team, merchants, regional partners. Ms. Aurich managed device upgrades, web enhancement projects, integration testing, staff and patron training and implementing fare product initiatives with the DC government. She managed projects that required hands-on experience, in-depth and broad knowledge of WMATA's AFC system.

Bytemark, Inc (New York, NY) 7/21 – 2/23 Project Manager – Ms Aurich managed projects for ten different clients, onboarded four new clients to Bytemark's mobile app. She took ownership of learning product setup and configuration as subject matter expert.

Vix Technology (Seattle, WA) 10/20 – 7/21, Solutions Manager - Ms. Aurich composed bid responses for Vix's technical solution for new account-based and mobile ticketing fare collection systems, EMV payments, and phasing out legacy equipment, designing transition plans for deploying new technology, interfacing with Vix partners and internal product owners to determine requirement compliance and rendering system architecture diagrams for proposed solutions.

Cubic Transportation Systems (Tullahoma, TN) 2/03 – 8/10, Software Engineer / System Administrator – Customer Service

Ms. Aurich configured and managed a software test lab; developed garage computer software that interfaced with the bus farebox; managed garage computer software / hardware upgrades; created / executed testing (SAT, SIT, FAT); managed software integration projects; assessed and improved Cubic's software release process.

a. Name and title: Sanjay Hinduja, Senior Project Engineer	a. Name and title: Arlan Stehney, Senior Fare Collection Engineer
b. Position or assignment for this project: Subject Matter Expert	b. Position or assignment for this project: Subject Matter Expert
c. Years of professional experience with this firm: 1.5 With other firms: 21	c. Years of professional experience with this firm: 21 With other firms: 11
d. Education:	d. Education:
Bachelor of Technology in Manufacturing Engineering - 1986	Master of Science in Engineering Management – 1990 Bachelor of Science in Industrial Engineering - 1982
e. Active registration or applicable certifications: None	e. Active registration or applicable certifications: None

f. Experience and qualifications relevant to this project:

Port Authority Trans-Hudson (PATH) (New York, NY/NJ) – Mr. Hinduja is working with PATH to replace its current fare system and sales and validator devices with a new account-based, open payment system. He is supporting the design, testing and operations procedures for Customer Relationship Management (CRM), Business to Business (B2B) Portal, Gate Validators, Configurable Vending Machines (CVM), Revenue Finance subsystems, Reports and customer data migration. Sanjay contributed to requirements mapping, design, testing and launch of Open Payment Pilot Program (OPP). Mr. Hinduja provides input to technical design documentation, test procedures and operations manuals, and participated in lab and factory testing.

Metropolitan Transportation Commission (Oakland, CA) – Mr. Hinduja is supporting the technical and operational requirements definition, system design review, transition plan development, and customer service for Next Gen Clipper.

XEROX / Conduent (*Germantown, MD*) March 2005 – April 2023, *Solutions Architect & Technical Manager*

Southeastern Pennsylvania Transit Agency (Philadelphia, PA) and SunRail, Florida Department of Transportation (Orlando, FL) -

As technical manager, Mr. Hinduja led back-office Customer Relationship Management (CRM) software design, delivery and integration teams for New Payment Technology based Fare Collection system.

Los Angeles Metro, LATAP program (Los Angeles, CA) – Mr. Hinduja designed and implemented a CRM system for Individual, Reduced Fare and Institutional customers, integrating with Cubic NextFare system for ridership information and product purchases. He assisted with implementation of a Regional LATAP System, Financial Clearinghouse, and Customer Service Center for 13 transit agencies in the Los Angeles areas, based on ACS developed CRM and Cubic's NextFare platform. Responsibilities included technical oversight for system design, testing and integration, resolution of regional issues, development of operational procedures to facilitate system roll-out, evaluation of fare policies, reports, processes, customer service and Retail Sale network.

f. Experience and qualifications relevant to this project:

Washington Metropolitan Area Transit Authority (DC) - Mr. Stehney is on the project management team for expanding SmarTrip mobile fare payments in wallet and assisted with the requirements definition for the new fare payment back-office system. He supported WMATA and the region in the procurement and development of the Pilot Phase of their New Electronic Payment Program, for an open fare collection system based on contactless credit cards and NFC technology. He has been involved with numerous aspects of the deployment of the single platform Cubic Nextfare system including GUI configuration and deployment of the Compact Point of Sale (CPOS) network, testing, and hardware implementation, as well as defining and documenting device procedures.

Port Authority Trans-Hudson (PATH New York City-NJ) - Mr. Stehney is supporting system integration testing for the new account-based fare payment system. Previously he reviewed technical specification contract deliverables for new system including end-to-end review of requirements.

Metropolitan Transit Authority of Harris County (Houston, TX) - Mr. Stehney is conducting a regional fare policy analysis to expand the new system and simplify fare structure. He reviewed the technical specification contract deliverables for new back-office fare collection system including design development for handheld inspection terminal.

Massachusetts Bay Transportation Authority (Boston, MA) - Mr. Stehney supports the schedule management of interoperability between legacy and new fare payment systems.

Metropolitan Atlanta Rapid Transit Authority (Atlanta, GA) - Mr. Stehney contributed to the current state assessment and concept of operations for a new fare payment system. Maryland Transit Administration (Baltimore, MD) 2009 - 2011— Mr. Stehney played a key role in for Cubic Nextfare software testing in support of credit certification for CharmCard implementation within the Baltimore-Washington region. He supported configuration and testing of TVM, farebox, faregate, and contactless smartcard hardware and software for regional integration.

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

a. Project name, location, and	b. Reference contact name,	c. Project description	d. Nature of firm's responsibilities	e. Completion	f. Estimated fees (000's)	
owner's name telephone number, and e-mail		J I		date (actual or estimate)	Entire project	Firm's work
Regional SmarTrip Program, Washington, DC Washington Metropolitan Area Transit Authority (WMATA)	Greg Garback 202-962-1358 ggarback@wmata.com	Modernization of fare payment system, including new fare vendors, open payments, account-based new back office system, mobile app, SmarTrip in-wallet	TTG is currently supporting the SmarTrip Mobile initiative, next generation Fare Payment System evolution, Ticket Vending Machine and Back Office requirements definition, Open Payments, system enhancements, and regional coordination activities. TTG contributed to the design and implementation of SmarTrip on the WMATA bus fleet, as well as expansion of the SmarTrip® program to nine Regional Transit Agencies, development of the SmarTrip® Regional Customer Service Center, as well as Regional Fare Policies and Procedures to enable seamless travel among all agencies in the area. Support included procurement of fare collection equipment, design and development engineering oversight, business requirement analysis, QA testing, procedure development, training, and implementation.	Start: 2001 Estimated Completion: 2028	TBD	~\$2.5 mil
Next Generation Clipper San Francisco, CA Metropolitan Transportation Commission (MTC)	Erin King 206-853-5424 Erin.king@arcadies.com	Requirements definition, procurement, design, testing and implementation of the next generation Clipper system for 20+ transit systems in the Bay Area	TTG supported development of technical requirements and transition approach for the new system, advised on the strategy of defining multiple procurement packages. TTG supported procurement, evaluated proposals for the Systems Integrator, and presently is assisting with the design, testing, and training for the new account-based back-office system, fare collection equipment,	Start: 2015 Estimated completion: 2025	TBD	~\$700k

			retail network, customer and institutional websites, mobile app, reporting and data warehouse. TTG contributed to the requirements definition and procurement of the new Customer Service Center, Fare Media supplier, and Merchant Acquirer services, and is supporting the design process for the Customer Service Center.			
Automated Fare Collection 2.0 Atlanta, Georgia Metropolitan Atlanta Rapid Transit Authority (MARTA)	Marcia Gervaise 404-704-5480 Marcia.gervaise@aecom.com	Current state assessment, requirements definition, procurement support, design, testing and implementation of complete replacement system for Fare Payment, including account-based back office, open payments, fareboxes, validators, faregates, ticket vending machines, website, mobile app, virtual card in wallet, institutional programs, and extensive retail network.	TTG has been a key contributor to all phases of the project, including an analysis of the current condition of MARTA's fare payment system, integrations, and business processes, followed by the development of technical requirements for the new fare payment system, and evaluation of proposals. The contract was awarded to INIT in late 2023, and design review is underway. TTG is supporting the system design phase and will be leading the transition on behalf of MARTA.	Start: 2021 Estimated completion: 2026	TBD	\$350k
Maryland CharmCard Program Baltimore, MD Maryland Transit Administration (MTA)	Tim Nizer 410-454-7974	Implementation of CharmCard smartcard system, enhancements to functionality, and transition to new fare payment system	TTG worked with MTA on planning for upgrading their fare collection system to a cloud-based solution, developing and implementing a CharmCard website, and implementing a new customer service center. Over the past decade, TTG supported the installation of new smartcard and magnetic fare collection equipment for the MTA local bus, light rail and Metro subway, including policy and procedure development, design review, and installation QA oversight. TTG contributed to the planning and implementation of MTA's new CharmCard, including development of the rollout strategy, oversight of marketing material development, Website design, management of the customer pilot, customer training, and full public launch. TTG assisted with the	Start: 2008 Estimated completion: 2025	TBD	\$800k

location of Compact Point of Sale devices throughout the Baltimore region, elimination of magnetic pass products and development of policy for a fare differential based on BaltimoreLink service modifications. TTG is currently supporting the testing and implementation of a new point of sale system for MTA.
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16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work			imated fees 000's)	
	b. Nature of firm's responsibility	completed as prime, subconsultant or joint venture	complete	Total fee	Fee remaining	
See #15						
One Metro New York (OMNY) new fare payment system New York, NY	Project management support, contract administration, QA testing, business analysis, installation oversight	Subcontractor	62%	\$3.2 mil	\$1mil	
New York City Transit						
Houston Metro New Fare Payment System Houston, TX	Requirements development, procurement support, design review, requirements mapping, regional fare policy	Subcontractor	60%	\$275k	\$150k	
METRO						
Dallas Area Rapid Transit Ticket Vending Machine Replacement Dallas, TX	Requirements development, procurement support, design review assistance	Subcontractor	75%	\$180k	\$50k	
DART						

17. Use this space to provide any additional information or description of resources sup	pporting your firm's qualifications for the proposed project.
officer, employee, or board member of the City of New Orleans or of any of its depart benefit corporations, please state the name or names of said owner, officer or employee City board, agency, department, commission, authority, public trust, or public benefit co	the respondent's subcontractors (whether identified in the submittal or not) is currently an tements, boards, or commissions, committees, authorities, agencies, public trusts, or public, the relationship to respondent and/or respondent's subcontractor(s), the relationship with reporation; if respondent or person(s) identified believe that the relationship is not or would complete ethics questionnaire on company letterhead attached to the back of this form. By rethics conflict at this time.
19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transfession.	it Authority to discuss the character and professional competence of this firm in Executive
20. The forgoing is a statement of facts.	
Signature: May & S	Date:4/19/2025
Typed Name:Marcy Stehney	Title:Principal

BUY AMERICA

CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder or proposer hereby certifies that it will comply with the requirements of section 165(a) of the Surface Transportation Assistance Act of 1982, as amended, and the applicable regulations in 49 CFR part 661.

Date4/24/2025
Signature
Company Name Four Nines Technologies
Title Principal
RTA Project No. 2025-010

NON-COLLUSION AFFIDAVIT

STATE OF CALFORNIA
PARISH OF MAIN Country
Craig JAFE , being first duly sworn, deposes and says that:
(1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of Four Wines Transfile II. 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.
Sworn to me and subscribed in my presence this 23 day of ANN 2015, A.D.,
anglin
NOTARY PUBLIC

SEE ATTACHED CERTIFICATE

California Jurat Certificate

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

tate of California	s.s.
ounty of	
Subscribed and sworn to (or affirmed) before me on	
2025, by Wally Mitte	and
	_, proved to me on the basis of
Name of Signer (2)	
Signature of Natary Public Tenning Franky	JEREMY FRECH Notary Public - California Marin County Commission # 2427422 My Comm. Expires Nov 20, 2026
For other required information in this section is not required by law, it couldn't form the information in this section is not required by law, it couldn't form to an unauthorized document and may prove useful to par	ld prevent fraudulent removal and reattachment of
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Although the information in this section is not required by law, it could this jurist to an unauthorized document and may prove useful to per Description of Attached Document	ATION Ild prevent fraudulent removal and reattachment of sons relying on the attached document. Additional Information Method of Affiant Identification Proved to me on the basis of satisfactory evidence: of form(s) of identification of credible witness(es) Noterial event is detailed in notary journal on: Page # Entry #

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

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

- 1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;
- 2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- 3. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
- 4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

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

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

COMPANY _	Four Nines Technologies
ADDRESS 10	01 Madera del Presidio Drive, Corte Madera CA 94925
DATE 4/24/2	025
Signature of	Offeror's Authorized Representative

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

- 1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- 2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.
- 3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.

COMPANY	The Transport Group, LLC
ADDRESS	43588 Wild Ginger Terr, Leesburg, VA 20176
DATE 4	/19/2025
M	my So

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I. Cyaig JAFE CFO (Name and Title of Offeror Official)	hereby certify on
Name and Title of Offeror Official)	
behalf of Four Lines Technologies (Name of Offeror)	that:
(1) No Federal appropriated funds have been paid or will undersigned, to any person for influencing or atte employee of any agency, a Member of Congress, and an employee of a Member of Congress in connection contract, the making of any Federal grant, the making into of any cooperative agreement, and the extension , or modification of any Federal contract, grant, loan	officer or employee of Congress, or n with the awarding of any Federal of any Federal loan, the entering to continuation renewal, amendment
(2) If any funds other than Federal appropriated funds have person for influencing or attempting to influenced as a Member of Congress, an officer or employee of Member of Congress in connection with this cooperative agreement, the undersigned shall complete "Disclosure Form to Report Lobbying," in accordance	officer or employee of any agency of Congress, or an employee of a Federal contract, grant, loan, o ete and submit standard Form-LLL
(3) The undersigned shall require that the language of this condocuments for all sub-awards at all tiers (included contracts under grants, loans, and cooperative agrees shall certify and disclose accordingly.	ling subcontracts, sub-grants, and
This certification is a material representation of fact upon transaction was made or entered into. Submission of this cert or entering into this transaction imposed by section 1352, to fails to file the required certification shall be subject to a ci and not more than \$100,000 for each such failure.	ification is a prerequisite for making itle 31, U.S. Code. Any person who
Executed this day	
BY CIAIG JAFFE	
Witnessesz (Signature of Authorized Official)	
CFO	
(Title of Authorized Official)	
028	100.00
Sworn to and subscribed before me on this 23 day of	14/11/ 2025
	Parish/County
State of	
SEE ATTACHED	
CERTIFICATE	

California Jurat Certificate

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

S.S.
his 23 day of 14704,
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red before me.
JEREMY FRECH Notary Public - California Marin County
Commission # 2427422 My Comm. Expires Nov 20, 2026
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Additional Information
Method of Affiant Identification
Proved to me on the basis of satisfactory evidence: of form(s) of identification oredible witness(es)
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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 Four Nines Technologies
Firm Address 101 Madera del Presidio Drive, Corte Madera CA 94925
Telephone Number 510-549-2799
Fax Number n/a
E-Mail Address curtis@fourninestech.com
Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE Non-DBE
Age of the firm 13 years
Annual gross receipts of the firm \$1.8m
Prime or Sub-Contractor Prime
NAICS code (s) 541614, 541611, 541612, 541512, 541613, 541618
I certify to the best of my knowledge that the above information is true and correct: Signature
Title Principal
Date April 24, 2025
RTA Project No. 2025-010

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

PARTICIPANT INFORMATION FORM

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

1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Firm Address 43588 Wild Ginger Terrace, Leesburg VA 20176
Telephone Number 724-263-9644
Fax Number NA
E-Mail Address marcy.stehney@thetransportgroup.com
Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE DBE Certified - LAUCP
Age of the firm 24 years
Annual gross receipts of the firm \$1.5 million
Prime or Sub-Contractor Sub-Contractor
NAICS code (s) 541611, 541614, 541690, 541990
I certify to the best of my knowledge that the above information is true and correct:
Signature May & S
Title Principal Date 4/19/2025
RTA Project No. RFP Title: Fare Collections System Upgrade Consultant

Name The Transport Group, LLC

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

DBE FORM 1 - CONTRACT PARTICIPATION AND DISADVANTAGED BUSINESS ENTERPRISE (DBE) COMMITMENT (CONTINUED)

Project Type (Specify DBE or SLDBE) DBE A. B. C. D. E. F. FIRM ROLE (Prime, sub-tier 3 manufacture, supplier, etc. FIRM NAME AND ADDRESS PRINCIPAL CONTACT NAME AND PHONE CONSERVINGES TO BE PURCHASED OF UNCRY OF UNCHASED OF UNCHASED OF UNCHASED OF UNCHASES OF UNCHASED	Project Title: Fare Co	<u>llections System Upgrade C</u>	onsultant		Proje	ect No.: _	2025-01	0	
FIRM ROLE (Prime, sub-tier 2, sub-tier 3 manufacturer supplier, etc. Prime Four Nines Technologies 101 Madera del Presidio Drive Corte Madera, Co. 94925 Sub Tier 2 The Transport Group 43588 Wild Ginger Terrace Leesburg, V.A. 20176 Marcy Stehney 724-263-9644 TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: TOTAL VALUE OF PARTICIPATION: Supplier/Manufacturer/Puchase/Nation work is counted at 00% participation toward DBF gast. Total DEE participation is less that the poal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBF-centified with an authorized agent of the UALCP count participation to water the goal. Total DEE participation select that the poal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBF-centified with an authorized agent of the UALCP count participation to water the goal. Total DEE participation is less that the poal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBF-centified with an authorized agent of the UALCP count participation to water the goal. Total DEE participation select that the poal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBF-centified with an authorized agent of the UALCP count participation to water the goal. Total DEE participation select that the goal point in the secution of a contract with the RIFA. The undersigned agrees to be contractually bound to maintain the flying of DBF participation set forth above. Failure to comply with this agreement constitutes breach of contract.	Project Type (Specify DBI	E or SLDBE) DBE			DBE	Contrac	t Goal <u>22</u>	2.3	%
Sub-tier 2, sub-tier 3 manufacturer, supplier, etc. Firm Name Fachmotogies 101 Madera del Presidio Drive Corte Madera, CA 94929 Sub Tier 2 Four Nines Techmotogies 101 Madera del Presidio Drive Corte Madera, CA 94929 Sub Tier 2 The Transport Group 724-263-9644 The Transport Group 724-263-9644 Fare Collection Consulting Subject Metter Experime Sub Tier 2 TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: **Supplier/Manufacturer/Purchased/basier work is counted at 60% participation in ward 1006 goal.** Total DEE 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-cardined with an authorized agent of the UND'S conditioned upon the execution of a contract with the RTA. The undersigned agrees to be contractually bound to maintain the [layel of DBE] participation set forth above. Failure to comply with this agreement constitutes breach of contract. Signature: **Date: **M275/2025** **June **Martinuation** **June **June **Martinuation** **June **June **Martinuation** **June **June **Martinuation** **June	A.	В.	C.).	E.		F.
TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: TOTAL VALUE OF PARTICIPATION: TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: TOTAL VALUE OF PARTICIPATION: "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 Falth 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 LUCP to court participation toward be goal. The undersigned prime firm will enter tim to a formal written agreement with the subcontractors I consultants/vendors identified herein for work and/or goods and services as shown in-this schedule, conditioned upon the execution of a contract with the RTA. The undersigned agrees to be contractually bound to maintain the level of DBE participation set forth above. Failure to comply with this agreement constitutes breach of contract. Signature: Date: 4/25/2025	sub-tier 2, sub-tier 3 manufacturer, supplier,	FIRM NAME AND ADDRESS	NAME AND I	PHONE	SUBCONT GOODS/S	RACTED/ SERVICES	WOR	K/	SLDBE, OR
Sub Tier 2 43588 Wild Ginger Terrace Leesburg, VA 20176 724-263-9644 Consulting Subject Matter Experies 22.3 % DBE **DIFFERENCE DESCRIPTION** **DIFFERENCE DESCRIPTION** **TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: TOTAL VALUE OF PARTICIPATION: TOTAL VALUE OF PARTICIPATION: **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 Fath 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 LAUCY 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 splown in-this schedule, conditioned upon the execution of a contract with the RTIA. 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:	Prime	101 Madera del Presidio Drive			n/a		77.7	%	Non-DBE
TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES: TOTAL VALUE OF PARTICIPATION: TOTAL VALUE OF PARTICIPATION: Total Must Equal 100% Participation \$354,500 100 \$22.3 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 IAUCP to count participation towards the goal. The undersigned prime firm will enter into a formal written agreement with the subcontractors I consultants/vendors identified herein for work and/or goods and services as shown in-this schedule, conditioned upon the execution of a contract with the RTA. The undersigned agrees to be contractually bound to maintain the level of DBE participation set forth above. Failure to comply with this agreement constitutes breach of contract. Signature: Date: 4/25/2025	Sub Tier 2	43588 Wild Ginger Terrace	Marcy Stehn 724-263-964	ey 4	Consulting	Subject	22.3	%	DBE
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Printed Name: Curtis Pierce Title: Principal	_	De Company							

DBE FORM 2 - DBE PARTICIPATION QUESTIONNAIRE

INSTRUCTIONS: Unless otherwise instructed by the Bidding Documents, this form must be submitted at time of Submission. This information is to be collected and documented for all federally-funded projects as required by the Department of Transportation 49 CFR Part 26. All items requested on the form are required. If an item is not applicable, respondents shall enter *NIA*. Each prime firm participating as a joint venture should complete a separate form and indicate (Item 9) that the response is a joint venture.

Project name, project number and date of submittal:	2. Official name of firm:	3. Address of office to perform work:
RFP #: RFP 2025-010 RFP Title: Fare Collections System Upgrade Consultant Submission Date: April 24, 2025	The Transport Group, LLC Indicate if prime or subcontractor: Subcontractor	43588 Wild Ginger Terrace Leesburg, VA 20176
4. Name of parent company, if any:	5. Location of headquarters (city):	6. Age of firm:
NA	Leesburg, VA	24 years
7. Name, title, and telephone number of principle contact:	8. Indicate Special Status:	
	Small Business	SLDBE certified
	Minority-Owned Business	X LAUCP certified*
Marcy Stehney	X Woman-Owned Business	SBE certified*
Principal Ph: 724-263-9644	*A firm participating as a DBE or SBE must be c Certification Program (LAUCP) by the date of sul certification shall be attached.	
9. Is this submittal Yes	10. Summary of firm's annual revenues (inser	t index Ranges of annual revenues received:
a joint venture (JV)? x No If yes, have the yes firms worked together before?	number): Last Year 3 2 Years Ago 3 3 Years Ago 2	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
described was fairly negotiated the requirement of the bid spec	 I. I further affirm that my firm is ready, willing, and a cifications. m under the penalties of perjury that the contents of 	BE Commitment, and confirm that the scope and price ble to perform the work as described and according to f this document are true and correct, and that I am
Signature: May See		Date: 4/19/2025
Print Name: Marcy Stehney		Title: Principal



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/RF	CQ/Solicitation #: 2025-010	Date: <u>4</u>	<u>/23 / 2025</u>
Descript	tion: Fare Collections System Upgrade Consultant		
Name o	f Respondent: Four Nines Technologies		
Please o	check the appropriate space: The proposer is committed to the contract goal of 22.3 % DBE utilization on this contract. (If selected Form 1 and 2 in order to be awarded a contract.)	d, you must comple	ete and submit DBE Compliance
	The proposer is unable to meet the DBE contract goal, however is committed to a minimum ofdocumentation demonstrating good faith efforts. (If selected, you must complete and submit DBE Cor Form-2 if applicable along with all required supporting documentation in order to be awarded a contract	mpliance Forms 1	

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)		TOTAL CONT		
1. The Transport Group	724-263-9644	LAUCP	Fare collection consulting	\$ est. 79,1	00	22.3	%	
2.			subject matter expertise	\$			%	
3.				\$			%	
4.				\$			%	
5.				\$			%	
6.				\$			%	
7.				\$			%	
8.				\$			%	
TOTALS				\$ 79,100		22.3	%	



SECTION II - DBE AFFIRMATIONS: For the DBE firms listed above, please provide the name and signature of the firm's authorized representative.

NAME OF DBE FIRM	PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	DATE
The Transport Group, LLC	Marcy Stehney	May So	4/19/2025
		1	

<u>SECTION III - SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR:</u> If you have not identified DBE firms for attainment of the DBE goal and have not listed a commitment to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must list all selected scopes or portions of work that you identified to be performed by DBE(s) and the estimated percentage value of each scope of work identified in order to increase the likelihood of meeting the contract goal for this project.

SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION	ESTIMATED % OF CONTRACT VALUE		
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
TOTAL			



SECTION IV - PAST PERFORMANCE: You must provide details of you firm's past performance in compliance with DBE goals.

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	DBE OFFICE VERIFICATION
Denver RTD	Systemwide Fare Study & Equity Analysis	2024	28%	
WMATA	Fare Payment System Back Office Consultant Support	2024	30%	
Denver RTD	Zero Fare Study	2023	37%	

<u>SECTION V - OTHER:</u> 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.



April 22, 2025

THE TRANSPORT GROUP, LLC

Attn: Marcy Stehney 43588 Wild Ginger Terrace Leesburg, VA 20176

Dear Marcy Stehney:

The Regional Transit Authority's (RTA) Disadvantaged Business Enterprise office has received your firm's Declaration of Eligibility. Based on the information, which you provided, it has been confirmed that your firm continues to meet the eligibility requirements of our program and remains certified for <u>only</u> the following <u>specific</u> work categories that fall under the listed NAICS and/or DOTD Work codes:

541611 Administrative Management and General Management Consulting Services

541614 Process, Physical Distribution, and Logistics Consulting Services

541690 Other Scientific and Technical Consulting Services

541990 All Other Professional, Scientific, and Technical Services

C10 Management

Please note that per the federal regulations, suppliers only receive 60% goal credit towards the materials they provide. Also, note that any contractor performing work worth more than \$50,000 except for electrical, mechanical and plumbing requires A Louisiana Contractor's License, which is required to have a license if work is more than \$10,000. You may contact the State Licensing Board for Contractors at (225) 765-2301 for more information. All participants of the Louisiana Unified Certification Program will recognize your firm's certification. This includes all entities receiving federal transportation funding within the boundaries of our state.

You will be required to submit a Declaration of Eligibility with your firm's gross receipts stating your firm continues to meet the eligibility requirements of the program. An email informing you to submit the necessary documentation will be forwarded to you approximately six (6) weeks prior to your anniversary date, January 24, 2026. However, should you not receive notification from this office regarding your Declaration of Eligibility, it is your responsibility to contact us. Additionally, you must notify our office immediately regarding any changes, which affect the social and economic disadvantage, size, ownership, or control of your firm.

We reserve the right to withdraw this certification, if at any time, it is determined that the **DBE** certification was knowingly obtained by the submission of false, misleading, or incorrect data. The Department reserves the right to request additional information and/or conduct an on-site visit at any time during your certification period.



We are pleased to have you as a participant in the LAUCP and wish you much success.

If you have any questions regarding the content of this letter, contact the RTA DBE Office at (504) 827-8362.

Kind regards,

Keziah L. Cawthorne

DBE Program Administrator II

Enclosure (Certificate)







LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise Program

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations & Under the State of Louisiana United Certification Program (LAUCP)

THE TRANSPORT GROUP, LLC

Is a Certified Disadvantaged Business Enterprise (DBE) in the following specialties:

541611, 541614, 541690, 541990

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: January 24, 2025- January 24, 2026

annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible. and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to This certificate is valid through the above date provided. This firm meets the on-going programmatic standard

Keziah L. Cawthorne, DBE Program Administrator II

Regional Transit Authority