



COMMONWEALTH of VIRGINIA

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Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
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VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

Contract for General Planning Consultant Services for Transit Projects in Virginia

Contract Number 505-13-CC0006

THIS CONTRACT for General Planning Consultant Services for Transit Projects in Virginia is entered into this 18th day of June, 2013 by KFH Group, Inc., (the "Contractor"), and Commonwealth of Virginia, Department of Rail and Public Transportation (DRPT), (the "Department" or "Purchasing Agency").

WHEREAS, on March 28, 2013 in keeping with the Virginia Public Procurement Act, §§ 2.2-4300 *et seq.* of the *Code of Virginia* (the "Act"), the Department issued Request for Proposal number 505-13-RR0001 (the "RFP") seeking competitive negotiation for General Planning Consultant Services for Transit Projects in Virginia; and

WHEREAS, on April 26, 2013, the Contractor submitted a proposal (the "Proposal"), which is hereto attached and marked as Exhibit B; and

WHEREAS, after consideration and evaluation of all the proposals pursuant to the Act, the Department has determined that a contract should be awarded to the Contractor.

NOW THEREFORE, in consideration of mutual covenants, promises and agreements herein contained, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. SCOPE OF WORK: The Contractor shall provide the services to the Department as set forth in the following:

- a. The RFP, which is hereto attached, marked as Exhibit A, and made a part of this document:
- b. The Proposal which is hereto attached and marked as Exhibit B and hereby made a part of this document, and the negotiated modifications to the proposal dated June 4, 2013, which is hereto attached and marked as Exhibit C, and hereby made a part of this document.

The Smartest Distance Between Two Points
www.drpt.virginia.gov

2. **TERM.** The term of this contract shall be for a period of three years, renewable for up to two successive one-year periods.

3. **CERTIFICATION REGARDING LOBBYING:** The Contractor hereby certifies that it is in compliance with 49 C.F.R. Part 20, Certification Regarding Lobbying.

4. **NOTICE TO PROCEED:** No work shall be done by the Contractor prior to receipt of written notice to proceed in the form of an eVA Task Order from the Department Contract Manager. The Department will not be responsible for payment for work done in advance of such notice.

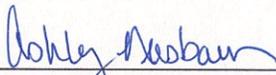
5. **ADDITIONAL TERMS:** This will be a Requirements contract with fixed labor rates. The consideration for Task Orders will be paid on a fixed billable rate basis using fully loaded hourly bill rates as shown in the attachment. The fully loaded hourly bill rates will remain constant for the first three years of the contract. Fees for specific task assignments shall be in accordance with the Price/Cost Chart included in the Final Price Schedule for the approved individuals assigned to the task. Task Orders may be issued on a fixed price or time and materials basis. All Task Orders will have a maximum cost.

IN TESTIMONY THEREOF, the parties have caused this contract to be executed, each by its duly authorized officers, all as of the day, month, and year hereinabove first written.

KFH GROUP, INC.

**DEPARTMENT OF RAIL AND
PUBLIC TRANSPORTATION**

By: 
Name: Sue F. Knapp
Title: President
Date: 6/19/13

By: 
Name: Ashley Nusbaum
Title: Financial Compliance and
Procurement Analyst
Date: 6/19/13

REQUEST FOR PROPOSAL

505-13-RR0001

General Planning Consultant Services Contract for Transit Projects in Virginia

There will be an optional pre-proposal conference for this solicitation

April 9, 2013 at 10:00 a.m.

Vendor Registration: In order to receive an award, the firm must be a registered Vendor with eVA.

Note: This public body does not discriminate against faith based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law.



REQUEST FOR PROPOSAL

General Planning Consultant Services Contract for
Transit Projects in Virginia

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General Planning Consultant Services Contract for Transit Projects in Virginia (Transit GPC)

I. CONTRACT AMOUNT AND TERM

The initial contract term shall be for a period of three years, renewable for up to two successive one-year periods. The compensation of this contract is estimated to be \$15,000,000 (to be divided among qualified firms). The effective date of the contract will be determined at time of award.

II. PURPOSE

The Department of Rail and Public Transportation (DRPT), an agency of the Commonwealth of Virginia, is issuing this Request for Proposal (RFP) to solicit sealed proposals for the purchase of General Planning Consultant Services related to DRPT's transit programs, projects, and initiatives. **It is the intent of DRPT to award to multiple qualified firms.**

III. BACKGROUND

DRPT is an agency of the Commonwealth of Virginia created in 1992. DRPT's mission is to improve the mobility of people and goods while expanding transportation choices in the Commonwealth. DRPT consists of the Director's office and two divisions: (1) Rail and Transit and (2) Finance and Administration.

DRPT's Rail Division assists passenger rail operations, freight rail operations, planning and special projects. Passenger and freight rail operations involve coordinating with both public and private entities to enhance rail operations, planning and development. Rail Planning involves providing input on state and federal rail policy and regulations, track abandonment, freight and passenger rail feasibility analysis, identification of freight rail needs, and updates to state rail studies, maps and plans. Rail special projects include demand analysis for passenger rail studies, rail capacity analysis, and coordinating with local and regional transportation authorities on rail modeling issues and intermodal studies.

The Transit Division assists more than 40 public transit agencies, 50 human service providers and 15 commuter assistance agencies that combined carry nearly 700,000 Virginians to work every day in something other than their own cars. Transit demand management services are provided through a unique partnership between DRPT, 15 local commuter assistance programs, Metropolitan Planning Organizations, various Transportation Management Associations (TMAs) and the Virginia Department of Transportation (VDOT). DRPT also provides technical and financial support to local commuter assistance agencies through grant programs, research, training, and marketing assistance.

The Finance and Administration Division is responsible for administering agency funds that empower our grantees to deliver efficient, effective transportation services. DRPT has a complex accounting environment utilizing 15 funds to account for 2000 open grants and projects involving the activities of approximately 75 grantees. DRPT is a funding and technical assistance participant in projects that combine federal, state, and local funding.

IV. STATEMENT OF NEEDS

The scope of work to be provided under this contract may cover the full range of activities required by federal, state, regional and local processes for public transportation and congestion management planning and projects. These transit activities include: project feasibility/identification, environmental analysis, public participation, marketing, research, financial planning, strategic planning/capital investment planning, operations planning and analysis, project/program evaluation, safety and security, short-range plan and program development, and training and technology/Intelligent Transportation Systems (ITS).

Potential Services to be provided for Transit

1. **Project Feasibility/Identification and Alternatives Analysis** – Conduct planning studies for rail and bus transit and congestion management projects as directed that meet federal, state, regional and local processes. Develop demand or market forecasts including utilizing transportation forecasting models when required. Develop alternatives for analysis and capital cost estimates necessary to support planning studies. Develop operating scenarios utilizing operational models and other tools and estimate operating costs and revenues.
2. **Environmental Analysis** – Recipients of federal funds must ensure that projects are in compliance with all environmental laws regardless of which federal agency authorizes the funding (i.e., Federal Transit Administration or Federal Highway Administration). Must be able to conduct in whole or in part, categorical exclusions, environmental assessments, environmental impact statements, and alternatives analyses, as required by the National Environmental Policy Act (NEPA) as amended (42 U.S.C. § 4321 *et seq.* and 23 C.F.R. pt. 771).
3. **Public Participation** – Establish and implement comprehensive public participation programs and outreach activities for planning studies and projects that meet the requirements of federal, state, regional and local processes.
4. **Marketing and Research** - Develop, produce and implement marketing, consumer research and public relations programs associated with applicable projects/programs.
5. **Financial Planning and Analysis** - Conduct financial studies as directed. Evaluate capital and operating and maintenance funding sources and options, including various financing tools. Develop project expenditure and cash flow forecasts.
6. **Strategic Planning/Capital Investment Planning** – Assist in the development of strategic and/or capital investment plans for DRPT and other authorized users as directed.
7. **Operations Planning and Analysis** – Review and conduct comprehensive operations planning and analysis for DRPT and other authorized users as directed. Develop demand or market forecasts including utilizing transportation forecasting models when required. Develop operating scenarios utilizing operational models and other tools and estimate operating costs and revenues.
8. **Project Evaluation** – Develop and implement evaluation programs that analyze the effectiveness, success and results of DRPT programs and projects.

9. **Safety and Security** – Conduct safety and security assessments of transit operators, evaluate system safety plans, conduct safety and security training and exercises for transit operators as requested.
10. **Short-Range Plan and Program Development** – Prepare updates to Transit Development Plans and Transportation Demand Management (TDM) Plans to identify needs and required resources for modifying/enhancing services and provide a basis for evaluating funding requests.
11. **Training** – Assist with developing training materials and conducting training courses for DRPT and other authorized users that are related to DRPT programs and industry specific issues.
12. **Technology/ITS** – Assist DRPT in the evaluation of technology products and systems designed to improve the efficiency and effectiveness of DRPT and other authorized users, including various Information Technology solutions and Intelligent Transportation Systems.

V. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

PROPOSED PROCUREMENT SCHEDULE:

Issue Date of RFP	March 28, 2013
Pre-Proposal Conference	April 9, 2013
Deadline for receipt of Proposals	April 26, 2013
Oral Presentations (if needed)	Week of May 15, 2013
Negotiations	May 20, 2013
Proposed Contract Award (Dependant upon timing of Oral presentations)	June 3, 2013

GENERAL REQUIREMENTS

1. RFP Response

The Offeror (“Offeror”) is the firm submitting the proposal, and for Federal Terms and Conditions, means Contractor as normally used in those terms and conditions. In order to be considered for selection, Offerors must submit a complete sealed written response to this RFP. One original of each proposal and five copies, each of which are marked “Copy,” must be submitted to DRPT in addition to one electronic version on a compact disc (CD).

Proprietary information must be clearly marked as proprietary prior to submittal. If the Offeror wishes to submit a version of the proposal that has proprietary information redacted, the redacted version must be submitted in electronic format on a CD and must redact all proprietary information. Section numbers which are redacted must be identified as follows: Example: Section 3, paragraph B: “Redacted.” The Offeror is responsible for ensuring that the redacted version of the proposal is carefully edited, altered, and refined in order to protect and maintain complete confidentiality of protected information.

No other distribution of the written proposal shall be made by the Offeror.

The signed proposal must be returned in an envelope or package, sealed and identified as follows:

From:	<u>04/26/2013</u>	<u>4:00 p.m.</u>
	Name of Offeror	Due Date
		Time
		<u>505-13-RR0001</u>
	Street or Box Number	RFP No.
		<u>Transit GPC</u>
	City, State, Zip Code	RFP Title

Name of Contract/Purchase Officer or Buyer **ASHLEY NUSBAUM**

Proposals must be received at the following location by April 26, 2013 at 4:00 p.m.

Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219

In addition, the Offeror may be required to make a subsequent oral presentation detailing how the Offeror would approach the specific program objectives outlined in the Statement of Needs.

DRPT reserves the right to ask any Offeror to submit information missing from its offer, to clarify its offer, and to submit additional information which DRPT deems desirable, and does not affect quality, quantity, price or delivery.

2. Written Proposal Preparation

A. Proposals shall be signed by an authorized representative of the Offeror. All information requested must be submitted. Failure to submit all information requested may result in DRPT requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals, which are substantially incomplete or lack key information, may be rejected by DRPT at its discretion.

B. Proposals must be organized in the order in which the requirements are presented in the RFP. All pages of the proposal must be numbered. Each paragraph in the proposal must reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and subletter must be repeated at the top of the next page. The proposal must contain a table of contents which cross-references the RFP requirements. Information which the

Offeror desires to present that does not fall within any of the requirements of the RFP must be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

C. Proposals should be prepared simply and economically, providing straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on

completeness and clarity of content. Each copy of the proposal must be in a single volume where practical. Elaborate brochures and other representations beyond that sufficient to present a complete and effective proposal are neither required nor desired. **No proposal, in its entirety, should exceed 100 pages one-sided.**

SPECIFIC PROPOSAL REQUIREMENTS

Proposals must be as thorough and detailed as possible so that DRPT may properly evaluate the Offeror's capabilities to provide the required services. Offerors are required to submit the following items in order for their proposal to be considered complete.

Proposals shall be binding upon the Offeror for 120 days following the proposal due date. If the proposal is not withdrawn at that time, it remains in effect until an award is made or the solicitation is canceled. Every effort will be made by DRPT to provide status information during the selection process.

RFP Cover Sheet – The RFP Cover Sheet which is page two of this RFP shall be completely filled out and signed as required.

State Corporation Commission (SCC) Identification Number – See Attachment B - Special Terms and Conditions for the SCC Identification Number reporting requirement.

Tab 1 Understanding of Work and Plan for Providing Services – The Offeror must provide a detailed description of its understanding of the services to be provided with descriptions of the approach and procedures employed on similar projects elsewhere. The Offeror must describe the process it will follow to respond to a specific purchase order request from DRPT. The Offeror must also describe the management procedures it will follow to oversee work by its personnel and work by subcontractors on multiple purchase orders simultaneously.

Tab 2 Experience and Qualifications – The Offeror must describe the skills and qualifications it has available to perform the various types of tasks described in the Statement of Needs. The key personnel who could be assigned to these various tasks must be identified. The Offeror must demonstrate that it has sufficient personnel with the various types of skills needed to staff the purchase orders when needed. The Offeror shall provide all of the following information concerning its company, subcontractor and personnel qualifications.

- A.** A detailed statement indicating the organizational structure under which the firm proposes to conduct business. If more than one firm is involved in this project, state the type of arrangement between the firms and the percentage of work to be performed by each.
- B.** A list of the key personnel including subcontractors who could be assigned to the various tasks identified. Give the relevant experience record of each and include resumes and any certifications.
- C.** A list of references to include name, address, telephone number, email address, project, and dollar amount of project.
- D.** A Certificate of Insurance with at least the minimum amount of coverage cited in the Insurance clause in Attachment A - Required General Terms and Conditions of the RFP.

Tab 3 Virginia Department of Minority Business Enterprise (DMBE) Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) Participation – The Offeror shall indicate the percentage of DMBE SWAM participation and specify the types of work to be performed by DMBE SWAM subcontractors. In order to be considered for the selection of this RFP, the Offeror must include Attachment C - Small Business Subcontracting Plan in each copy of the proposal.

- A. If the Offeror on the contract is a DMBE-certified small business, the Offeror shall indicate such in Section A of Attachment C. This shall include DMBE-certified women-owned and minority-owned businesses that meet the small business definition and have received the DMBE small-business certification.
- B. If the Offeror is not a DMBE-certified small business, the Offeror is required to identify the portions of the contract the Offeror plans to subcontract to DMBE-certified small business by completing and returning Section B of Attachment C.
- C. If the Offeror is not a DMBE-certified small business and cannot practicably subcontract any portion of the requirements being solicited, in order to be considered responsive to the solicitation, the non DMBE-certified Offeror must document on Attachment C, section C, past efforts made to provide subcontracting opportunities to DMBE-certified small businesses for other contracts within the past 24 months.

All DMBE SWAM Offerors or subcontractors must be certified with DMBE. If the Offeror or subcontractor is not certified, they must demonstrate that they are eligible to be certified, and must receive such certification prior to the solicitation due date. DMBE can be contacted at (804) 786-5560. The DMBE SWAM goal for this contract is 15 percent. If the prime Offeror is DMBE SWAM certified, they will receive full credit for planned involvement.

Tab 4 Contact Person – The primary Offeror must identify the name, telephone number and e-mail address for the contact person who will be responsible for coordinating the efforts and personnel of all parties and/or subcontractor involved in the proposal.

Tab 5 Staffing and Pricing Plan – Offerors shall identify all staff positions by person and **actual** hourly rates (base rate, overhead and profit listed separately along with the total rate) in Attachment D - Price Schedule for the 12 potential services described in the Statement of Needs, and listed pursuant to Tab 2 to be fully loaded with all direct salaries and general overhead. Final pricing/rates will be addressed in the negotiation phase. Transportation costs, travel, and per diem rates must not be included in determining the fixed billable hourly rates. Proposals must provide for a diversity of team members and hourly rates, given the varied nature of the potential work assignments under this contract.

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VI. EVALUATION AND AWARD CRITERIA

A. EVALUATION CRITERIA - Multiple Offerors will be qualified and selected by DRPT's Selection Committee based on the following weighted criteria:

<u>FOR SERVICES</u>	<u>POINT VALUE</u>
1. Project management and communication experience and/or quality of previous project management services rendered (including ability to complete task orders on time and within budget, proper invoicing, and Quality Assurance / Quality Control procedures)	10 points
2. Experience with development of major capital transit projects, NEPA, multimodal corridor studies, and transit operations planning and analysis	10 points
3. Experience with regional and statewide transit and TDM planning, performance measurement, and transportation/land use planning	10 points
4. Qualifications and availability of proposed staff and resources to perform potential tasks	30 points
5. Experience with public outreach, marketing, and training	10 points
6. Commitment to DMBE SWAM Utilization	20 points
7. Price	10 points
Total Points	<hr/> 100 points

B AWARD TO MULTIPLE OFFERORS - DRPT reserves the right to make multiple awards as a result of this solicitation. Selection shall be made of multiple Offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation criteria included in the RFP. Negotiations shall be conducted with the Offerors selected. After negotiations have been conducted with each Offeror selected, the agency shall select the Offerors, which, in its opinion, have made the best proposal and shall award the contract to those Offerors. Should DRPT determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror.

C. AWARD DOCUMENTS AND CANCELLATION - The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and of the Offeror's proposal as negotiated. In the event there is a conflict between the Offeror's proposal and the requirements, terms, and conditions of the solicitation, the requirements, terms, and conditions of the solicitation shall apply.

DRPT may cancel this RFP or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. (*Code of Virginia* § 2.2-4359(D).)

D. DELAYS IN AWARD: Delays in award of a contract beyond the anticipated starting date may result in a change in the contract period indicated in the solicitation. If this situation occurs, DRPT reserves the right to award a contract covering the period equal to or less than the initial term indicated in the solicitation.

E. PROTEST OF AWARD: An Offeror wishing to protest an award or a decision to award a contract must submit a written protest to the DRPT Purchasing Division, 600 East Main Street, Suite 2102, Richmond, Virginia 23219, no later than 10 days after public notice of award or announcement of the decision to award, whichever occurs first. The public notice will be in the area designated for solicitation/proposal and award notices. The protest must include the basis for the protest and the relief sought. Within 10 days after receipt of the protest, the Chief Financial Officer (CFO) will issue a written decision stating the reasons for the action taken. This decision is final unless within 10 days after receipt of such decision, the Offeror institutes legal action as provided in the *Code of Virginia*.

VII. REPORTING AND DELIVERY REQUIREMENTS

A. TASK ORDERS - Work associated with this contract must be conducted within an approved task order for which a purchase order will be issued and authorized by the DRPT Procurement Manager. No work is authorized to begin until a purchase order has been issued through eVA. The Offeror and DRPT are expected to negotiate the scope, budget, schedule and deliverables for each task and the manner in which payment will be made. The payment method must be agreed to and documented within the task order. The Offeror is fully expected to strictly adhere to the mutually agreed upon levels of effort and costs and complete the scope of work within the agreed upon budget and schedule. The Offeror will not be compensated for unauthorized work performed outside the approved scope of work.

- a. Fully loaded fixed hourly rates proposed and accepted via the Offeror initial response to the RFP and included in any negotiated Offeror responses may be used in individual task orders; however, the total quantity of hours, the job category, and the related project work plans for any work efforts may be subject to negotiations.
- b. Once fixed price task order project work plans are approved by DRPT, a task order may be issued to the selected Offeror specifying the maximum hours allowed by job category.
- c. To provide the most flexibility in work assignments, task orders may be issued as fixed price task orders or time and materials (fixed billable hourly rates) task orders. Task orders may have a combination of attributes listed above.

B. TASK ORDER SCHEDULE - The Offeror is required to develop a detailed task schedule as part of the task order. Once fixed priced task order activities have been defined at the time of task order initiation, their relationships shall be identified, start and end dates set, and budget controls established. At the sole discretion of DRPT, the task order completion date may be extended past the originally agreed upon completion date. Extension requests must be sent to the DRPT Procurement Manager and Program Manager no later than 30 days before the original completion date.

C. PROGRESS REPORTS – Offerors must meet all due dates on all tasks assigned. To provide feedback to DRPT concerning this requirement, the Offeror shall submit monthly progress reports providing detailed information on the status of the work effort on each of the various project tasks. The progress reports shall include total authorized funds and expended funds to date. It shall summarize all work efforts in the reporting period including personnel and hourly utilization. It shall also discuss any anticipated difficulties and proposed resolution.

D. SWAM AND OTHER REPORTING REQUIREMENTS – See Attachment B - Special Terms and Conditions for additional reporting requirements.

E. MEETINGS AND REVIEWS - DRPT may hold an initial conference with the Offeror at a place and time selected by DRPT for the purpose of reviewing the Offeror’s schedules, procedures, methods, and to clarify any ambiguities that may then exist. The Offeror’s Principal Officer and others requested by DRPT shall attend the conference. DRPT may request additional reviews during the contract period to evaluate vendor performance and provide feedback.

VIII. OPTIONAL PRE-PROPOSAL CONFERENCE - There will be an optional pre-proposal conference for this RFP on **April 9, 2013 at 10:00 a.m.** in the Main Street Centre building located at 600 E. Main Street, 1st Floor, Richmond, Virginia 23219, Conference Room 101. The purpose of this conference is to allow potential Offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation. The telephone number for directions to the conference location is 804-786-4440. While firms are not required to attend this pre-proposal conference in order to submit a response to this solicitation, attendance is strongly recommended.

Any changes resulting from this conference will be issued as a written addendum to the RFP.

IX. REQUIRED GENERAL TERMS AND CONDITIONS - Please see Attachment A - Required General Terms and Conditions.

X. SPECIAL TERMS AND CONDITIONS - Please see Attachment B - Special Terms and Conditions.

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Attachment A

REQUIRED GENERAL TERMS AND CONDITIONS

1. VENDORS MANUAL: This solicitation is subject to the provisions of the Commonwealth of Virginia's *Vendors Manual* and any changes or revisions thereto, which are hereby incorporated into this contract in their entirety. The procedure for filing contractual claims is in section 7.19 of the *Vendors Manual*. A copy of the manual is normally available for review at the purchasing office and is accessible on the Internet at www.eva.virginia.gov under Vendors Manual on the vendors tab.

2. APPLICABLE LAWS AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation concerning it shall be brought in the courts of the Commonwealth. The agency and the Offeror are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (*Code of Virginia*, § 2.2-4366). ADR procedures are described in Chapter 9 of the *Vendors Manual*. The Offeror shall comply with applicable federal, state and local laws, rules and regulations.

3. ANTI-DISCRIMINATION: By submitting their proposals, Offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans with Disabilities Act and § 2.2-4311 of the Virginia Public Procurement Act (VPPA). If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided. However, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body (*Code of Virginia* § 2.2-4343.1 (E)).

In every contract over \$10,000 the provisions in A and B below apply:

A. During the performance of this contract, the Offeror agrees as follows:

1. The Offeror will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona-fide occupational qualification reasonably necessary to the normal operation of the Offeror. The Offeror agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, will state that such Offeror is an equal opportunity employer.
3. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

B. The Offeror will include the provisions of A. above in every subcontract or purchase order over \$10,000 so that the provisions will be binding upon each subcontractor or vendor.

4. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, Offerors certify their proposals are made without collusion or fraud and they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their proposal, and they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

5. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract with the Department of Rail and Public Transportation (DRPT), the Offeror certifies that the Offeror does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.

6. DEBARMENT STATUS: By submitting their proposals, Offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.

7. ANTITRUST: By entering into a contract, the Offeror conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of the action it may now or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular services purchased or acquired by the Commonwealth of Virginia under said contract.

8. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, DRPT reserves the right to decide, on a case by case basis, in its sole discretion, whether or not to reject such a proposal.

9. CLARIFICATION OF TERMS: If any prospective Offeror has questions about the specifications or other solicitation documents, the prospective Offeror must contact the DRPT Procurement Manager whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the DRPT Procurement Manager.

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10. PAYMENT:

A. To Prime Offeror:

1. Invoices for items ordered, delivered and accepted by DRPT shall be submitted monthly by the Offeror directly to the payment address shown on the purchase order. All invoices shall show the DRPT contract number, eVA purchase request number; social security number (for individual Offerors) or the federal employer identification number (for proprietorships, partnerships, and corporations), a detailed list of any products delivered, and all applicable tasks for which payment is being requested.

2. Payment will be made (in accordance with the Virginia Prompt Payment Act) within 30 days after receipt of valid invoice and verification of satisfactory goods received and/or completion of work. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days. Final invoices shall be submitted within 90 days after the end date of the task order. As negotiated within the contract, payments may be reduced for retainage until the satisfactory completion of each task.

3. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the Offeror at the contract price, regardless of which public agency is being billed.

4. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.

5. Unreasonable Charges – Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, Offerors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, DRPT shall promptly notify the Offeror, in writing, as to those charges which it considers unreasonable and the basis for the determination. An Offeror may not institute legal action unless a settlement cannot be reached within 30 days of notification. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Code of Virginia*, § 2.2-4363).

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B. To Subcontractors:

1. An Offeror awarded a contract under this solicitation is hereby obligated:
 - a. To pay subcontractors within seven days of the Offeror's receipt of payment from DRPT for the proportionate share of the payment received for work performed by the subcontractors under the contract; or
 - b. To notify DRPT and the subcontractors, in writing, of the Offeror's intention to withhold payment and the reason.
2. The Offeror is obligated to pay subcontractors interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the Offeror that remain unpaid seven days following receipt of payment from DRPT, except for amounts withheld as stated in (b) above. The date of mailing of any payment by U.S. Mail is deemed to be the payment date to the addressee. These provisions apply to each subcontractor performing under the primary contract. An Offeror's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of DRPT.
3. Each prime Offeror who wins an award in which provision of a SWAM procurement plan is a condition of award, shall deliver to DRPT, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by DRPT or other appropriate penalties may be assessed in lieu of withholding such payment.
4. DRPT encourages Offerors and subcontractors to accept electronic and credit card payments.

11. PRECEDENCE OF TERMS: Paragraphs 1-10 of these General Terms and Conditions shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

12. QUALIFICATIONS OF OFFERORS: DRPT may make such reasonable investigations as deemed proper and necessary to determine the ability of the Offeror to perform the services, and the Offeror shall furnish to DRPT all such information and data for this purpose as may be requested. DRPT reserves the right to inspect the Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capabilities. DRPT further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such Offeror fails to satisfy DRPT that such Offeror is properly qualified to carry out the obligations of the contract and to provide the services contemplated therein.

13. TESTING AND INSPECTION: DRPT reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

14. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the Offeror in whole or in part without the written consent of DRPT.

15. CHANGES TO THE CONTRACT: Changes can be made to the contract in any one of the following ways:

- A. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
- B. DRPT may order changes within the general scope of the contract at any time by written notice to the Offeror. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment and the place of delivery or installation. The Offeror shall comply with the notice upon receipt. The Offeror shall be compensated for any additional costs incurred as the result of such order and shall give DRPT a credit for any savings. Said compensation shall be determined by one of the following methods:
1. By mutual agreement between the parties in writing; or
 2. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Offeror accounts for the number of units of work performed, subject to DRPT's right to audit the Offeror's records and/or to determine the correct number of units independently; or
 3. By ordering the Offeror to proceed with the work and to keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Offeror shall present DRPT with all vouchers and records of expenses incurred and savings realized. DRPT shall have the right to audit the records of the Offeror as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to DRPT within 30 days from the date of receipt of the written order from DRPT. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia's *Vendors Manual*. Neither the existence of a claim or a dispute resolution process, litigation or any other provision of this contract shall excuse the Offeror from promptly complying with the changes ordered by DRPT with the performance of the contract generally.

16. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, DRPT, after due oral or written notice, may procure them from other sources and hold the Offeror responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which DRPT may have.

17. INSURANCE: By signing and submitting a proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. The Offeror further certifies that the Offeror and any subcontractor will maintain this insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED:

- A. Worker's Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Offerors who fail to notify DRPT of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
- B. Employer's Liability: \$100,000.

- C. Commercial General Liability: \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
- D. Automobile Liability - \$1,000,000 per occurrence. (Only used if motor vehicle is to be used in the contract.)

18. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this solicitation, DRPT will publicly post such notice on the Department of General Services/Department of Purchases and Supply (DGS/DPS) eVA Virginia Business Opportunities (VBO) website (www.eva.virginia.gov) and the DRPT website (www.drpt.virginia.gov) for a minimum of 10 days.

19. DRUG-FREE WORKPLACE: During the performance of this contract, the Offeror agrees to (i) provide a drug-free workplace for the Offeror's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Offeror's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Offeror that the Offeror maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each Subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to an Offeror, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

20. NON-DISCRIMINATION OF OFFERORS: An Offeror, or Offeror shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the Offeror employs ex-offenders unless DRPT has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

21. eVA Business-To-Government Vendor Registration: The eVA Internet electronic procurement solution, website portal www.eVA.virginia.gov streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to DRPT shall participate in the eVA Internet e-procurement solution either through the eVA Basic Vendor Registration Service or eVA Premium Vendor Registration Service. All Offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected.

Effective July 1, 2011, vendor registration and registration-renewal fees have been discontinued. Registration options are as follows:

- a. eVA Basic Vendor Registration Service: eVA Basic Vendor Registration Service includes electronic order receipt, vendor catalog posting, on-line registration, electronic bidding, and

the ability to research historical procurement data available in the eVA purchase transaction data warehouse.

- b. eVA Premium Vendor Registration Service: eVA Premium Vendor Registration Service includes all benefits of the eVA Basic Vendor Registration Service plus automatic email or fax notification of solicitations and amendments.

Vendor transaction fees are determined by the date the original purchase order is issued and are as follows:

- a. For orders issued prior to August 16, 2006, the Vendor Transaction Fee is one percent, capped at a maximum of \$500 per order,
- b. For orders issued August 16, 2006 through June 30, 2011, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: one percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: one percent capped at \$1,500 per order.
- c. For orders issued July 1, 2011 through June 30, 2013, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: 0.75 percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: 0.75 percent, capped at \$1,500 per order.
- d. For orders issued July 1, 2013 and after, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: one percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: one percent, capped at \$1,500 per order.

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.

22. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

23. SET-ASIDES: This solicitation is set-aside for DMBE-certified small business participation only when designated "SET-ASIDE FOR SMALL BUSINESSES" in the solicitation. DMBE certified small businesses are those businesses that hold current small business certification from DMBE. This shall not exclude DMBE-certified women- and minority-owned businesses when they have received DMBE small business certification. For purposes of award, Offerors shall be deemed small businesses if and only if they are certified as such by DMBE on the due date for receipt of proposals.

24. BID PRICE CURRENCY: Unless stated otherwise in the solicitation, Offerors shall state offer prices in US dollars.

25. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: An Offeror organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code of Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with a public body pursuant to the Virginia Public Procurement Act shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1

or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

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ATTACHMENT B

SPECIAL TERMS AND CONDITIONS

1. CHANGES TO THE RATES ON THE PRICE SCHEDULE: Rates may be revised by mutual agreement of the Department of Rail and Public Transportation (DRPT) and the Offeror 60 days prior to the renewal periods starting date. If DRPT elects to exercise the option to revise rates for the two one-year renewal periods the contract prices for the increase shall not exceed the contract prices stated for the third year of the original contract increased/decreased by more than the percentage increase/decrease of the Services Category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest 12 months for which statistics are available. The Offeror shall convey in writing its request to raise/lower prices to DRPT no later than 60 days prior to the renewal periods starting date. Applications for price increases shall be substantiated in writing with the request. DRPT shall have sole discretion in its decision to allow price increases.

2. RENEWAL OF CONTRACT: This contract may be renewed upon written agreement of both parties for two successive one-year periods, under the terms of the current contract, at approximately 60 days prior to the expiration.

3. CANCELLATION OF CONTRACT: DRPT reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Offeror. After the initial three-year contract period, the resulting contract may be terminated by either party, without penalty, upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Offeror of the obligation to deliver any outstanding orders issued prior to the effective date of cancellation.

4. AUDIT: The Offeror shall retain all books, records, and other documents relative to this contract for five years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. DRPT, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

5. KEY PERSONNEL/SUBCONTRACTOR: People identified in terms of this RFP as “key personnel” who will work on the service contract, must continue to work on this contract for its duration so long as they continue to be employed by the Offeror unless removed from work on the contract with the consent of DRPT. DRPT reserves the right to approve any personnel or subcontractor proposed for the work described in this RFP and/or any subsequent purchase order resulting from this RFP. DRPT will provide written justification to the Offeror when approval is not granted. DRPT will provide the Offeror with copies of all written approvals.

6. PRIME OFFEROR RESPONSIBILITIES FOR SUBCONTRACTS: No portion of the work shall be subcontracted with a subcontractor not already included on the contract without a prior request from the Offeror and written consent of the DRPT Procurement Manager. In the event that the Offeror desires to subcontract some part of the work specified herein, the Offeror shall furnish the Procurement Manager and Program Manager with the names, qualifications and experience of their proposed subcontractors. The Offeror shall, however, remain fully liable and responsible for the work to be done by its subcontractors and shall assure compliance with all requirements of the contract.

7. ADDITIONAL USERS OF CONTRACT: This procurement is being conducted on behalf of all agencies/facilities within the Transportation Secretariat and on behalf of grantees of DRPT who are listed on Attachment F – Agencies Funded by DRPT. Grantees may be added or deleted at anytime during the period of the contract only by written contract modification issued by DRPT. Such modification shall name the specific grantee added or deleted and the effective date. The Offeror shall not honor an order citing the resulting contract unless the ordering entity has been added by written contract modification.

8. REPORT OF ORDERS RECEIVED FROM ADDITIONAL USERS: The Offeror shall provide Attachment G - Report of Orders Received from Additional Users to DRPT quarterly. This report shall reflect orders received from additional users on the contract for the respective quarter. The Offeror must remit the report within 15 days after the end of each quarterly calendar reporting period even if there was no activity.

9. SMALL BUSINESS SUBCONTRACTING PLAN AND EVIDENCE OF COMPLIANCE:

Each prime Offeror who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to DRPT on a monthly basis, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. The Offeror shall use Attachment E - Monthly SWAM Report or other form approved by DRPT to report amounts paid to SWAM businesses on a monthly basis as well as paid to date. Said attachment or other approved form shall be submitted by the 15th of the month for the prior month to Ashley Nusbaum, Purchasing Manager, at ashley.nusbaum@drpt.virginia.gov. When such business has been subcontracted to these firms and upon completion of the contract, the Offeror agrees to furnish the purchasing office at a minimum the following information: name of firm with the DMBE certification number, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment may be withheld until compliance with the plan is received and confirmed by the agency or institution. DRPT reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.

10. DISADVANTAGED BUSINESS ENTERPRISES (DBE) SUBCONTRACTOR REPORT: The Offeror shall provide to DRPT quarterly Attachment H - DBE Subcontractor Report. This report shall reflect DBE related information on subcontractors utilized on the contract. The Offeror must remit the report within 15 days after the end of each quarterly calendar reporting period.

11. APPROPRIATE LICENSURE, CERTIFICATIONS, AND/OR CREDENTIALS: The Offeror must submit copies of appropriate licensure, certifications, and/or credentials subsequently upon award and as requested by DRPT.

12. CLAIMS: The Offeror shall be responsible for all damage and expense to person or property caused by its negligent activities including, without limitation, those which it chooses to deliver through its subcontractors, agents or employees, in connection with the services required under this Agreement. Further, it is expressly understood that the Offeror shall defend and hold harmless the Commonwealth of Virginia, DRPT, its officers, agents, employees and any other authorized users from and against any and all damages, claims, suits, judgments, expenses, actions, and costs of every name and description caused by any negligent act or omission in the performance by the Offeror, including, without limitation, those which it chooses to deliver through its subcontractors, agents or employees, of the services under this Agreement.

13. CONTRACTUAL CLAIMS AND DISPUTES: Contractual claims arising after final payment shall be governed by § 2.2-4363(A) of the *Code of Virginia*. Claims shall be submitted to the Director of DRPT who will render a decision within 30 days. Contractual disputes arising during the course of performance shall be submitted to the CFO of DRPT who will make a decision in 30 working days, which will be final. Vendors will not be precluded from filing a claim at the conclusion of performance as a result of the decision made during the course of contract performance.

14. ADVERTISEMENT: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to DRPT will be used in product literature. The Offeror shall not state in any of its advertising or product literature that DRPT has purchased or uses any of its products or services, and the Offeror shall not include DRPT in any client list in advertising and promotional materials.

15. INTELLECTUAL PROPERTY RIGHTS: DRPT shall have exclusive rights to all data and intellectual property generated in the course of the project. Intellectual property includes all inventions subject to the United States (U.S.) Patent System. This shall be inclusive but not limited to, new processes, materials, compounds and chemicals, and all creations subject to the U.S. Copyright Act of 1976, as amended, including but not limited to printed material, software, drawings, blueprints, and compilations such as electronic databases. Furthermore, DRPT shall have all rights, title, and interest in or to any invention reduced to practice pursuant to a resulting contract. Proposals shall recognize the requirements of public sector agencies and of public policy generally, including the Freedom of Information Act, State statutes and agency rules on release of public records, and data confidentiality.

All copyright material created pursuant to this contract shall be considered work made for hire and shall belong exclusively to DRPT. Neither DRPT, nor the Offeror intends that any copyright material created pursuant to the contract, together with any other copyright material with which it may be combined or used, be a “joint work” under the copyright laws. In the case that either in whole or part of any such copyright material not be deemed work made for hire, or is deemed a joint work, then Offeror agrees to assign and does hereby irrevocably assign its copyright interest therein to DRPT. DRPT may reasonably request documents required for the purpose of acknowledging or implementing such assignment.

The Offeror warrants that no individual, other than regular employees and subcontractors of the Offeror, DRPT regular employees, agents, or assigns or additional users, while working within the scope of their employment or contracted duty, shall participate in the creation of any intellectual property pursuant to the contract. If this situation should arise, such individual and his or her employer, if any, must agree in writing to assign the intellectual property rights, as described herein, for work performed under this contract to DRPT either directly or through the Offeror.

DRPT shall have all rights, title and interest in or to any invention reduced to practice pursuant to this contract. The Offeror shall not patent any invention conceived in the course of performing this contract. The Offeror hereby agrees that, notwithstanding anything else in this contract, in the event of any breach of this contract by DRPT, the remedies of the Offeror shall not include any right to rescind or otherwise revoke or invalidate the provisions of this section. Similarly, no termination of this contract by DRPT shall have the effect of rescinding the provisions of this section.

DRPT is only entitled to the intellectual property rights for deliverables and associated documentation produced by the Offeror for which DRPT has fully paid the Offeror as the contract is completed or as the contract is terminated for any reason.

Copyright or pre-existing work of the Offeror shall remain the property of the Offeror. The Offeror grants to DRPT a perpetual, royalty-free, irrevocable, worldwide, non-exclusive license to use such pre-existing work in connection with exercising the rights of ownership granted to DRPT pursuant to this section.

Notwithstanding anything herein to the contrary, DRPT acknowledges that as part of the Offeror’s provision of services hereunder, the Offeror may license third-party software or acquire proprietary works of authorship (collectively referred to as “products”), which have been developed by third parties. DRPT must approve the third-party license agreements and the acquisition of these third-party products prior to their use by the Offeror and DRPT agrees that these products will remain the sole property of the third party.

The Offeror shall grant DRPT license to use all software developed by the Offeror under this contract in other applications within Virginia as DRPT sees fit. Should the Offeror desire to re-use software developed under this contract for other projects (both DRPT contracts and others), DRPT must be notified in writing 60 days prior to such use. Furthermore, DRPT shall be justly compensated for the re-use of such software.

Compensation shall be negotiated and agreed upon prior to DRPT releasing software rights. Typically, DRPT prefers increased software capabilities and/or functionality instead of monetary compensation.

16. PATENT RIGHTS: If any invention, improvement or discovery of the Offeror or any of its subcontractors is conceived or first actually reduced to practice in the course of or under this project which invention, improvement or discovery may be patentable under the Patent Laws of the United States of America or any foreign country, the Offeror shall immediately notify DRPT and provide a detailed report. The rights and responsibilities of the Offeror, its subcontractors, and DRPT with respect to such invention will be determined in accordance with applicable Federal laws, regulations, policies, and waivers thereof.

17. PROTECTION OF PERSONS AND PROPERTY:

- A. The Offeror expressly undertakes, both directly and through its subcontractors, to take every precaution at all times for the protection of persons and property which may come on the building site or be affected by the Offeror's operation in connection with the work.
- B. The Offeror shall be solely responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work.
- C. The provisions of all rules and regulations governing safety as adopted by the Safety Codes Commission of the Commonwealth of Virginia, issued by the Department of Labor and Industry under Title 40.1 of the *Code of Virginia* shall apply to all work under this contract.
- D. The Offeror shall continuously maintain adequate protection of all work from damage and shall protect the owner's property from injury or loss arising in connection with this contract. The Offeror should make good any such damage, injury, or loss, except such as may be directly due to errors in the contract documents or caused by agents or employees of the owner. The Offeror shall adequately protect adjacent property to prevent any damage to it or loss of use and enjoyment by its owners. The Offeror shall provide and maintain all passageways, guard fences, lights, and other facilities for protection required by public authorities, local conditions, any of the contract documents or erected for the fulfillment of his obligations for the protection of persons and property.
- E. In an emergency affecting the safety or life of persons or of the work, or of the adjoining property, the Offeror, without special instruction or authorization from the owner, shall act, at its discretion, to prevent such threatened loss or injury. Also, should the Offeror, to prevent threatened loss or injury, be instructed or authorized to act by the owner, the Offeror shall so act immediately, without appeal. Any additional compensation or extension of time claimed by the Offeror on account of any emergency work shall be determined as provided by Attachment A – Required General Terms and Conditions.

18. MANNER OF CONDUCTING WORK AT JOB SITE: All work shall be performed according to the industry standards and to the complete satisfaction of DRPT.

- A. The Offeror shall be responsible for the conduct of all personnel while at the job site. All personnel involved with the work shall obey all rules and regulations of DRPT.
- B. Sexual harassment of any employee, DRPT or Offeror, will not be tolerated and is to be reported immediately to the DRPT Program Manager.

All work to be conducted by the Offeror in any facility shall be coordinated in advance with the DRPT Program Manager. If applicable, the Offeror shall coordinate his/her work efforts with other existing

Offeror/agency work efforts through the DRPT Program Manager. All Offeror work shall take place on non-holiday weekdays between the hours of 8:00 A.M. and 5:00 P.M, unless otherwise approved by the DRPT Program Manager.

19. POLICY OF EQUAL EMPLOYMENT: DRPT is an equal opportunity/affirmative action employer. DRPT encourages all vendors to establish and maintain a policy to ensure equal opportunity employment.

20. STATE CORPORATION COMMISSION IDENTIFICATION NUMBER: Pursuant to Code of Virginia, §2.2-4311.2 subsection B, an offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its proposal the identification number issued to it by the State Corporation Commission (SCC). Any offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its proposal a statement describing why the offeror is not required to be so authorized. Indicate the above information Attachment I – SCC Form. Offeror agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation Attachment I - SCC Form) is streamlined and not definitive, and the Commonwealth’s use and acceptance of such form, or its acceptance of Offeror’s statement describing why the Offeror was not legally required to be authorized to transact business in the Commonwealth, shall not be conclusive of the issue and shall not be relied upon by the Offeror as demonstrating compliance.

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ATTACHMENT C

DEPARTMENT OF MINORITY BUSINESS ENTERPRISE (DMBE) SMALL BUSINESS SUBCONTRACTING PLAN

Definitions

Small Business: Small business means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DMBE-certified women-owned and DMBE-certified minority-owned businesses when they have received DMBE small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51 percent owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51 percent owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by DMBE by the due date of the solicitation to participate in the Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) program. Certification applications are available through DMBE online at www.dmbv.virginia.gov (Customer Service).

Offeror Name: _____

Preparer Name: _____ **Date:** _____

Instructions: (Failure to complete and submit this form may result in your proposal not being considered.)

- A. If the Offeror is certified by DMBE as a small business, complete only Section A of this form. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses when they have received DMBE small business certification.
- B. If the Offeror is not certified by DMBE as a small business and plans to subcontract part of this contract with a DMBE-certified business, complete only Section B of this form.
- C. If the Offeror is not certified by DMBE as a small business and cannot identify any subcontracting opportunities to subcontract part of this contract with a DMBE-certified business, only provide the information requested in Section C of this form.

Section A

If the Offeror is certified by DMBE, the Offeror is certified as a (check only one below):

_____ Small Business

_____ Small and Women-owned Business

_____ Small and Minority-owned Business

Certification Number: _____ Certification Date: _____

Section B

Populate the table below to show the firm's plans for utilization of DMBE-certified small businesses in the performance of this contract. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses that meet the small business definition and have received the DMBE small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

B. Plans for Utilization of DMBE-Certified Small Businesses for this Procurement

Small Business Name & Address DMBE Certificate #	Status if Small Business is also: Women (W), Minority (M)	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract
Totals \$					

Section C

Respond to how the Offeror has met or exceeded **at least two** of the following indicators within the past 24 months. The response may include any good faith efforts made regarding this procurement.

C. **Good Faith Effort Indicators by the Offeror**

1. Identify areas of work the business has subcontracted to DMBE-certified small businesses for other contracts. Include company names, dates, dollar amounts, and percentages on a per contract basis.
2. List research efforts conducted by the business in the past to locate DMBE-certified small businesses by advertising in publications or in the classified section of the newspaper where small businesses are likely to see it. List specific publications and dates.
3. List small business outreach meetings, conferences, or workshops conducted by the firm to locate DMBE-certified small businesses—including the dates, participation numbers, and results.
4. Provide documented correspondence (i.e., certified mail, email, receipt of fax transmissions, etc.) to small businesses from the lists provided by DMBE and other outreach agencies and organizations which indicate the solicitation of such for utilization of subcontracting opportunities on other contracts for which the business has competed.
5. List areas of work which the business has subcontracted with DMBE-certified small businesses for upcoming contracts—including the name of the business, certification number, dates, dollar amounts, and percentages on a per contract basis.
6. Provide documentation of any assistance offered to interested small businesses in obtaining bonds, lines of credit, and/or insurance for any present or past contracts the business has in place.
7. Provide documentation of follow-up on initial contacts with DMBE-certified small businesses (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the small business name and dates of contact.

Contract/Project Manager: Provides direction and management for small to large projects and ensures on-schedule completion within scope and budget. Responsible for preparing proposals to client's scope of work, management and performance of the project. Plans and defines project goals and devises methods to accomplish them. Requires at least 12-20 years of experience. Professional Planning or Professional Engineering registration generally is required at this level.

Principal Planner: Determines methods and solutions for complex planning problems and selects the most efficient and economical manner in meeting objectives. Applies advanced planning techniques and analyses within a discipline. As a qualified professional may serve as a technical task manager. Requires at least 10-18 years of experience.

Senior Planner: Completes a wide variety of planning assignments, applying specialized techniques and analyses with a discipline. Is proficient in the use of most planning theories and practices. Has 10-12 years of experience.

Planner: Performs conventional and moderately complex planning assignments applying a variety of planning analyses within a discipline. Has 5-8 years of experience in planning or landscape architecture.

Senior Environmental Scientist: Provides direction of specialized environmental and planning services as well as regulatory support, environmental planning, design, and mitigation management. This position requires 5-7 years of experience.

Environmental Scientist: Has knowledge of state and federal environmental regulations, permitting, and the ability to prepare reports as required for regulatory compliance. This position requires 4-6 years of experience.

Senior Financial Analyst: Under direction, performs a variety of professional financial forecasting and analysis work of a specialized or complex nature. Develops and analyzes long-range financial forecasts, capital cost estimates, funding strategies, profitability analysis, and life-cycle cost analysis for transit operations. This position requires 4-6 years of experience.

GIS Manager: Performs a variety of mapping and graphic tasks by applying standard GIS techniques. Requires specialized and continuing education in GIS upgrades. This position requires 5-7 years of experience.

Cultural Resources Principal Investigator: Develops research designs, oversees fieldwork and laboratory analyses meets or exceeds the requirements for professional

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ATTACHMENT F

Agencies Funded by DRPT

A Grace Place Adult Care Center
Accomack Northampton TDC
Adult Care Service
Adult Day Care of Martinsville and Henry Counties
Alexandria Transit
American Emergency Vehicles
American Red Cross
Appalachian Agency for Senior Citizens
ARC of Greater Prince William
Arc of the Virginia Peninsula
Arlington County
Bay Aging, Inc.
Bedford County
Beth Shalom Home
Blacksburg Transit
Blue Ridge Opportunity Services
Bon Secours Senior Health
Bristol Virginia Transit
Buchanan County Transportation
CAPUP
Central Shenandoah Planning District Commission
Central Virginia Area Agency on Aging, Inc.
Chesapeake Service Systems
Chesterfield Community Services Board
Chesterfield County
City of Alexandria
City of Bristol, Tennessee
City of Charlottesville
City of Danville
City of Fairfax
City of Falls Church
City of Fredericksburg
City of Harrisonburg
City of Kingsport
City of Lynchburg
City of Martinsville
City of Radford
City of Richmond
City of Staunton
City of Virginia Beach
City of Williamsburg
Community Association for Rural Transportation, Inc.
Community Transportation Association of Virginia
Crater District Area Agency On Aging /FGP
Crater Planning District Commission
Crossroads Community Services
Cumberland County
Daily Planet Health Care for Homeless
Danville City Parks and Recreation Department
Danville-Pittsylvania Community Services
Dickenson County Transportation
Northern Virginia Regional Commission
PARC Workshop, Inc.
Peninsula Agency on Aging
Petersburg Area Transit
District III Public Transit
Dulles Area Transportation Association
Eastern Shore Community Services Board
ECHO.INC
ElderHomes Corporation
ESAAA/CAA
Essex County
Fairfax County
Farmville Area Bus
Friendship Industries, Inc.
George Washington Regional Commission
Giles Health & Family Center
Gloucester County
Goochland Fellowship and Family Service
Goodwill Industries of the Valleys
Grafton School, Inc.
Greater Lynchburg Transit Company
Greater Richmond Transit Company
Greater Roanoke Transit Company
Greene County
Greensville Adult Activity Services
Hampton Roads Planning District Commission
Hampton-Newport News Community Services Board
Hanover Community Services
Henrico Area MH/MR Services
Historic Triangle Senior Center
Hope House Foundation
Hopewell Redevelopment and Housing Authority
Intelligent Transportation Society of Virginia
James City County
JAUNT, Inc.
Jewish Community Center of Northern Virginia
Junction Center for Independent Living
Lake Country Area Agency on Aging
Loudoun County
Lynchburg Community Action Group, Inc.
Metropolitan Washington Airports Authority
Metropolitan Washington Council of Governments
Middle Peninsula Planning District Commission
Middle Peninsula-Northern Neck CSB
Montgomery County
Mount Rogers Community Services Board
Mountain Empire Older Citizens
New River Valley Community Services Board
New River Valley Planning District Commission
New River Valley Senior Services - Pulaski Area Transit
Northern Neck Planning District Commission
Northern Shenandoah Valley Regional Commission
Northern Virginia Transportation Commission
Northwestern Community Services Board
NuRide, Inc.
Sussex-Greensville-Emporia Adult Activity Services
Tazewell County
The Arc of Central Virginia
The Arc of Greater Prince William

Piedmont Community Services Board	The Arc of Harrisonburg/Rockingham
Pleasant View, Inc.	Thomas Jefferson Planning District Commission
Portco, Inc.	Town of Altavista
Potomac and Rappahannock Transportation Commission	Town of Ashland
Prince William County	Town of Blackstone
Quin Rivers Agency for Community Action, Inc.	Town of Bluefield - Graham Transit
Rappahannock Area Agency on Aging	Town of Chincoteague
Rappahannock Area Community Services Board	Town of Haymarket
Rappahannock-Rapidan Area Agency on Aging	Town of Herndon
Rappahannock-Rapidan Community Services Board	Town of Kenbridge
Rappahannock-Rapidan Planning District Commission	Town of Orange
Resort Area Transportation Management Association	Town of Purcellville
Richmond Area ARC	Town of South Hill
Richmond Community Action Program	Town of Victoria
Richmond Planning District Commission	Town of Warrenton
Richmond Redevelopment and Housing Authority	Town of West Point
Richmond Residential Services	Transportation District Commission of Hampton Roads
Ridefinders	Tyson's Transportation Association, Inc.
Roanoke County	UHSTS, Inc. - RADAR
Roanoke Valley-Alleghany Regional Commission	Valley Program for Aging Services, Inc.
Rockbridge Area Community Services Board	Vector Industries, Inc.
Rockbridge Area Occupational Center, Inc.	Virginia Port Authority
Rockbridge Area Transportation System, Inc.	Virginia Rail Policy Institute
Rockbridge County	Virginia Regional Transportation Association
Rockingham County	Virginia Transit Association
Russell County Public Transportation	Virginias Region 2000 Local Government Council
Senior Services of Southeastern Virginia	West Piedmont Planning District Commission
Shenandoah Area Agency on Aging, Inc.	Western Tidewater Community Services Board
Shen-Paco Industries, Inc.	Williamsburg Area Transit Authority
Southern Area Agency on Aging	Winchester Transit
Southside Community Services Board	Wise County
St. Joseph's Villa	Washington Metropolitan Area Transit Authority
Stepping Stones, Inc.	Washington Metropolitan Area Transit Commission
STEPS, Inc.	

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ATTACHMENT H

Disadvantaged Business Enterprises (DBE) Subcontractor Report

DBE SUBCONTRACTOR REPORT												
PRIME CONTRACTOR NAME												
PRIME CONTRACTOR TAX ID												
CONTACT NAME												
TITLE/POSITION												
CONTRACTOR ADDRESS												
CONTRACTOR PHONE NUMBER												
EMAIL												
PROJECT TITLE												
DBE AWARD/COMMITMENT												
PAYMENTS TO SUBCONTRACTORS												
MONTH/YEAR	DBE SUBCONTRACTOR NAME	DBE SUBCONTRACT TAX ID	DBE EVA#	DBE CONTRACT #	Black American	Hispanic American	Native American	Subcont. Asian American	Asian-Pacific American	Non-Minority Women	Other	Total DBE Payments
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
DBE SUBCONTRACTOR TOTALS												-

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ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

is a corporation or other business entity with the following SCC identification number: _____ -
OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

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ATTACHMENT J

FEDERAL TERMS AND CONDITIONS

1. ENERGY CONSERVATION REQUIREMENTS

42 U.S.C. §§ 6321 *et seq.*
49 C.F.R. pt 18

Energy Conservation - The Offeror agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

2. CLEAN WATER REQUIREMENTS

33 U.S.C. § 1251

Clean Water - (1) The Offeror agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. §§ 1251 *et seq.* The Offeror agrees to report each violation to the Department of Rail and Public Transportation (DRPT) Program Manager and understands and agrees that DRPT will, in turn, report each violation as required to assure notification to FTA and the appropriate Environmental Protection Agency (EPA) Regional Office. (2) The Offeror also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.

3. LOBBYING

31 U.S.C. § 1352
49 C.F.R. pt. 19
49 C.F.R. pt. 20

- Lobbying Certification and Disclosure of Lobbying Activities for third party contractors are mandated by 31 U.S.C. § 1352(b)(5), as amended by § 10 of the Lobbying Disclosure Act of 1995, and (Department of Transportation) DOT implementing regulation, "New Restrictions on Lobbying," at 49 C.F.R. § 20.110(d)

- Language in Lobbying Certification is mandated by 49 C.F.R. pt. 19, Appendix A, Section 7, which provides that offerors file the certification required by 49 C.F.R. pt. 20, Appendix A.

Modifications have been made to the Lobbying Certification pursuant to Section 10 of the Lobbying Disclosure Act of 1995.

- Use of "Disclosure of Lobbying Activities," Standard Form-LLL set forth in Appendix B of 49 C.F.R. pt 20, as amended by "Government wide Guidance For New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96) is mandated by 49 C.F.R. pt. 20, Appendix A.

Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352, as amended by the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.* - Offerors who apply or bid for an award of \$100,000 or more shall file the certification required by 49 C.F.R. pt. 20, "New Restrictions on Lobbying." Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its

behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. § 1352. Such disclosures are forwarded from tier to tier up to the recipient.

APPENDIX A, 49 C.F.R. pt. 20--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Offeror] certifies, to the best of his or her knowledge and belief, that:

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

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.*]

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

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Offeror, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Offeror understands and agrees that the provisions of 31 U.S.C. §§ 3801, *et seq.*, apply to this certification and disclosure, if any.

Signature of Offeror's Authorized Official

Name and Title of Offeror's Authorized Official

Date

4. FEDERAL CHANGES
49 C.F.R. pt. 18

Federal Changes - Offeror shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Master Agreement between Purchaser and FTA, as they may be amended or promulgated from time to time during the term of this contract. Offeror's failure to so comply shall constitute a material breach of this contract.

5. CLEAN AIR
42 U.S.C. §§ 7401 *et seq.*
49 C.F.R. pt. 18

Clean Air - (1) The Offeror agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §§ 7401 *et seq.* The Offeror agrees to report each violation to the Purchaser and understands and agrees that the Purchaser will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office.

(2) The Offeror also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.

6. NO GOVERNMENT OBLIGATION TO THIRD PARTIES

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

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

**7. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS
AND RELATED ACTS**

31 U.S.C. §§ 3801 *et seq.*
49 C.F.R. pt. 31 18 U.S.C. § 1001
49 U.S.C. § 5307

Program Fraud and False or Fraudulent Statements or Related Acts.

(1) The Offeror acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. § 3801 *et seq.* and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. pt. 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Offeror certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Offeror further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Offeror to the extent the Federal Government deems appropriate.

(2) The Offeror also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307(n)(1) on the Offeror, to the extent the Federal Government deems appropriate.

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

8. GOVERNMENT WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

This contract is a covered transaction for purposes of U.S.DOT regulations, “Nonprocurement Suspension and Debarment,” 2 C.F.R. pt. 1200, which adopts and supplements U.S. Office of Management and Budget (U.S. OMB) “Guidelines to Agencies on Government Wide Debarment and Suspension (Nonprocurement),” 2 C.F.R. pt. 180.

Accordingly:

(1) The Offeror agrees to comply with the requirements of 2 C.F.R. pt. 1200, which adopts and supplements 2 C.F.R. pt. 180, throughout the period of this contract.

(2) The Offeror verifies that neither it, including its principals and affiliates, nor any of its principals in this contract, including subcontractors at any tier with contracts of \$25,000 or more, or requires the consent of a Federal official, or is for federally required audit services are presently excluded or disqualified, under the standards of those U.S. DOT regulations and U.S. OMB guidelines; or have been provided an exception in accordance with those U.S. DOT regulations and U.S. OMB guidelines. Among other things, the Offeror before entering into a covered subcontract, the Offeror agrees to:

- (a) Check the U.S. General Services Administration Excluded Parties List System (EPLS); or
- (b) Collect a certification from that person; or
- (c) Add a clause or condition the request for proposals pertaining to a covered third party contract or transaction.

(3) The Offeror agrees that it must inform the buyer/owner of any different information that may later come to its attention for the duration of this contract.

(4) The Offeror agrees to include a similar clause in any subcontract at any tier expected to be priced at \$25,000 or more (*or if applicable, contract at any tier that requires the consent of a Federal official, or contract at any tier for federally required audit services of any value*).

9. PRIVACY ACT 5 U.S.C. § 552

Contracts Involving Federal Privacy Act Requirements - The following requirements apply to the Offeror and its employees that administer any system of records on behalf of the Federal Government under any contract:

(1) The Offeror agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974.

5 U.S.C. § 552a. Among other things, the Offeror agrees to obtain the express consent of the Federal Government before the Offeror or its employees operate a system of records on behalf of the Federal Government. The Offeror understands that the requirements of the Privacy Act, including the civil and

criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract.

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

10. CIVIL RIGHTS REQUIREMENTS
42 U.S.C. § 6102, 42 U.S.C. § 12112
42 U.S.C. § 12132, 49 U.S.C. § 5332
29 C.F.R. pt. 1630, 41 C.F.R. pts. 60 *et seq.*

Civil Rights - The following requirements apply to the underlying contract:

(1) **Nondiscrimination** - In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the Offeror agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the Offeror agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.

(2) **Equal Employment Opportunity** - The following equal employment opportunity requirements apply to the underlying contract:

(a) **Race, Color, Creed, National Origin, Sex** - In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Offeror agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. pts.60 *et seq.*, (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of the Project. The Offeror agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Offeror agrees to comply with any implementing requirements FTA may issue.

(b) **Age** - In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § § 623 and Federal transit law at 49 U.S.C. § 5332, the Offeror agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Offeror agrees to comply with any implementing requirements FTA may issue.

(c) **Disabilities** - In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. § 12112, the Offeror agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans

with Disabilities Act," 29 C.F.R. pt. 1630, pertaining to employment of persons with disabilities. In addition, the Offeror agrees to comply with any implementing requirements FTA may issue.

(3) The Offeror also agrees to include these requirements in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

11. DISADVANTAGED BUSINESS ENTERPRISE (DBE) **49 C.F.R. pt. 26**

Background and Applicability

The newest version on the Department of Transportation's Disadvantaged Business Enterprise (DBE) program became effective July 16, 2003. The rule provides guidance to grantees on the use of overall and contract goals, requirement to include DBE provisions in subcontracts, evaluating DBE participation where specific contract goals have been set, reporting requirements, and replacement of DBE subcontractors. Additionally, the DBE program dictates payment terms and conditions (including limitations on retainage) applicable to all subcontractors regardless of whether they are DBE firms or not.

The DBE program applies to all DOT-assisted contracting activities. A formal clause such as that below must be included in all contracts above the micro-purchase level. The requirements of clause subsection b flow down to subcontracts. A substantial change to the payment provisions in this newest version of Part 26 concerns retainage (see section 26.29). Grantee choices concerning retainage should be reflected in the language choices in clause subsection d.

Disadvantaged Business Enterprises

a. This contract is subject to the requirements of 49 C. F. R. pt. 26, and Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs. The national goal for participation of Disadvantaged Business Enterprises (DBE) is 10 percent. A separate contract goal has not been established for this procurement.

b. The Offeror shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Offeror shall carry out applicable requirements of 49 C.F.R. pt. 26 in the award and administration of this DOT-assisted contract. Failure by the Offeror to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the Department of Rail and Public Transportation deems appropriate. Each subcontract the Offeror signs with a subcontractor must include the assurance in this paragraph (see 49 C.F.R. pt. 26.13(b)).

1. The names and addresses of DBE firms that will participate in this contract;
2. A description of the work each DBE will perform;
3. The dollar amount of the participation of each DBE firm participating;
4. Written documentation of the Offeror's commitment to use a DBE subcontractor whose participation it submits to meet the contract goal;
5. Written confirmation from the DBE that it is participating in the contract as provided in the prime Offeror's commitment; and
6. If the contract goal is not met, evidence of good faith efforts to do so.

c. The successful Offeror will be required to report its DBE obtained through race-neutral means throughout the period of performance.

d. The Offeror is required to pay its subcontractors performing work related to this contract for satisfactory performance of that work no later than 30 days after the Offeror's receipt of payment for that work from DRPT. In addition, the Offeror is required to return any retainage payments to those subcontractors within 30 days after incremental acceptance of the subcontractor's work by DRPT and Offeror's receipt of the partial retainage payment related to the subcontractor's work.

e. The Offeror must promptly notify DRPT whenever a DBE subcontractor performing work related to this contract is terminated or fails to complete its work, and the Offeror must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. The Offeror may not terminate any DBE subcontractor and perform that work through its own forces or those of an affiliate without prior written consent of DRPT or authorized user of the contract.

**12. INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS
FTA Circular 4220.1E**

Incorporation of Federal Transit Administration (FTA) Terms - The preceding provisions include, in part, certain Standard Terms and Conditions required by DOT, whether or not expressly set forth in the preceding contract provisions. All contractual provisions required by DOT, as set forth in FTA Circular 4220.1E, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The Offeror shall not perform any act, fail to perform any act, or refuse to comply with any (name of grantee) requests which would cause (name of grantee) to be in violation of the FTA terms and conditions.

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13. FTA Certifications

ATTACHMENT A-1

1.2.23 CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential Offeror for major third party contract), _____ certifies to the best of its knowledge and belief, that it and its principals:

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 has 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 or contract under a public 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 indicated for or otherwise criminally or civilly charged by a governmental 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 of default.

(If the primary participant (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify any of the statements in this certification, the participant shall attach and explanation to the Certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR 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.

Signature and Title of Authorized Official

1.1.23

The undersigned chief legal counsel for the _____
hereby certifies that the _____ has
authority under State local law to comply with the subject
assurances and that the certification above has been legally made.

Signature of Applicant's Attorney

Date

This space intentionally left blank

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, _____ certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR 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.

(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
_____ hereby certifies that the
_____ has authority under State and Local law to comply with the
subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

(Date)

14. TERMINATION
49 U.S.C. §§ 10301 et seq.
FTA Circular 4220.1F

a. Termination for Convenience (General Provision) The (Recipient) may terminate this contract, in whole or in part, at any time by written notice to the Offeror when it is in the Government's best interest. The Offeror shall be paid its costs, including contract close-out costs, and profit on work performed up to the time of termination. The Offeror shall promptly submit its termination claim to (Recipient) to be paid the Offeror. If the Offeror has any property in its possession belonging to the (Recipient), the Offeror will account for the same, and dispose of it in the manner the (Recipient) directs.

b. Termination for Default [Breach or Cause] (General Provision) If the Offeror does not deliver supplies in accordance with the contract delivery schedule, or, if the contract is for services, the Offeror fails to perform in the manner called for in the contract, or if the Offeror fails to comply with any other provisions of the contract, the (Recipient) may terminate this contract for default. Termination shall be effected by serving a notice of termination on the Offeror setting forth the manner in which the Offeror is in default. The Offeror will only be paid the contract price for supplies delivered and accepted, or services performed in accordance with the manner of performance set forth in the contract. If it is later determined by the (Recipient) that the Offeror had an excusable reason for not performing, such as a strike, fire, or flood, events which are not the fault of or are beyond the control of the Offeror, the (Recipient), after setting up a new delivery of performance schedule, may allow the Offeror to continue work, or treat the termination as a termination for convenience.

c. Opportunity to Cure (General Provision) The (Recipient) in its sole discretion may, in the case of a termination for breach or default, allow the Offeror [an appropriately short period of time] in which to cure the defect. In such case, the notice of termination will state the time period in which cure is permitted and other appropriate conditions

If Offeror fails to remedy to (Recipient)'s satisfaction the breach or default of any of the terms, covenants, or conditions of this Contract within 10 days after receipt by Offeror of written notice from (Recipient) setting forth the nature of said breach or default, (Recipient) shall have the right to terminate the Contract without any further obligation to the Offeror. Any such termination for default shall not in any way operate to preclude (Recipient) from also pursuing all available remedies against Offeror and its sureties for said breach or default.

d. Waiver of Remedies for any Breach In the event that (Recipient) elects to waive its remedies for any breach by Offeror of any covenant, term or condition of this Contract, such waiver by (Recipient) shall not limit (Recipient)'s remedies for any succeeding breach of that or of any other term, covenant, or condition of this Contract.

e. Termination for Convenience (Professional or Transit Service Contracts) The (Recipient), by written notice, may terminate this contract, in whole or in part, when it is in the Government's interest. If this contract is terminated, the Recipient shall be liable only for payment under the payment provisions of this contract for services rendered before the effective date of termination.

f. Termination for Default (Supplies and Service) If the Offeror fails to deliver supplies or to perform the services within the time specified in this contract or any extension or if the Offeror fails to comply with any other provisions of this contract, the (Recipient) may terminate this contract for default. The (Recipient) shall terminate by delivering to the Offeror a Notice of Termination specifying the nature of the default. The Offeror will only be paid the contract price for supplies delivered and accepted, or services performed in accordance with the manner or performance set forth in this contract.

If, after termination for failure to fulfill contract obligations, it is determined that the Offeror was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the Recipient.

g. Termination for Default (Transportation Services) If the Offeror fails to pick up the commodities or to perform the services, including delivery services, within the time specified in this contract or any extension or if the Offeror fails to comply with any other provisions of this contract, the (Recipient) may terminate this contract for default. The (Recipient) shall terminate by delivering to the Offeror a Notice of Termination specifying the nature of default. The Offeror will only be paid the contract price for services performed in accordance with the manner of performance set forth in this contract.

If this contract is terminated while the Offeror has possession of Recipient goods, the Offeror shall, upon direction of the (Recipient), protect and preserve the goods until surrendered to the Recipient or its agent. The Offeror and (Recipient) shall agree on payment for the preservation and protection of goods. Failure to agree on an amount will be resolved under the Dispute clause.

If, after termination for failure to fulfill contract obligations, it is determined that the Offeror was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the (Recipient).

h. Termination for Default (Construction) If the Offeror refuses or fails to prosecute the work or any separable part, with the diligence that will ensure its completion within the time specified in this contract or any extension or fails to complete the work within this time, or if the Offeror fails to comply with any other provisions of this contract, the (Recipient) may terminate this contract for default. The (Recipient) shall terminate by delivering to the Offeror a Notice of Termination specifying the nature of the default. In this event, the Recipient may take over the work and complete it by contract or otherwise, and may take possession of and use any materials, appliances, and plant on the work site necessary for completing the work. The Offeror and its sureties shall be liable for any damage to the Recipient resulting from the Offeror's refusal or failure to complete the work within specified time, whether or not the Offeror's right to proceed with the work is terminated. This liability includes any increased costs incurred by the Recipient in completing the work.

The Offeror's right to proceed shall not be terminated nor shall the Offeror be charged with damages under this clause if

1. the delay in completing the work arises from unforeseeable causes beyond the control and without the fault or negligence of the Offeror. Examples of such causes include: acts of God, acts of the Recipient, acts of another Offeror in the performance of a contract with the Recipient, epidemics, quarantine restrictions, strikes, freight embargoes; and
2. the Offeror, within 10 days from the beginning of any delay, notifies the (Recipient) in writing of the causes of delay. If in the judgment of the (Recipient), the delay is excusable, the time for completing the work shall be extended. The judgment of the (Recipient) shall be final and conclusive on the parties, but subject to appeal under the Disputes clauses.

If, after termination of the Offeror's right to proceed, it is determined that the Offeror was not in default, or that the delay was excusable, the rights and obligations of the parties will be the same as if the termination had been issued for the convenience of the Recipient.

i. Termination for Convenience or Default (Architect and Engineering) The (Recipient) may terminate this contract in whole or in part, for the Recipient's convenience or because of the failure of the Offeror to fulfill the contract obligations. The (Recipient) shall terminate by delivering to the Offeror a Notice of

Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Offeror shall (1) immediately discontinue all services affected (unless the notice directs otherwise), and (2) deliver to the Contracting Officer all data, drawings, specifications, reports, estimates, summaries, and other information and materials accumulated in performing this contract, whether completed or in process.

If the termination is for the convenience of the Recipient, the Contracting Officer shall make an equitable adjustment in the contract price but shall allow no anticipated profit on unperformed services.

If the termination is for failure of the Offeror to fulfill the contract obligations, the Recipient may complete the work by contract or otherwise and the Offeror shall be liable for any additional cost incurred by the Recipient.

If, after termination for failure to fulfill contract obligations, it is determined that the Offeror was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the Recipient.

j. Termination for Convenience of Default (Cost-Type Contracts) The (Recipient) may terminate this contract, or any portion of it, by serving a notice of termination on the Offeror. The notice shall state whether the termination is for convenience of the (Recipient) or for the default of the Offeror. If the termination is for default, the notice shall state the manner in which the Offeror has failed to perform the requirements of the contract. The Offeror shall account for any property in its possession paid for from funds received from the (Recipient), or property supplied to the Offeror by the (Recipient). If the termination is for default, the (Recipient) may fix the fee, if the contract provides for a fee, to be paid the Offeror in proportion to the value, if any, of work performed up to the time of termination. The Offeror shall promptly submit its termination claim to the (Recipient) and the parties shall negotiate the termination settlement to be paid the Offeror.

If the termination is for the convenience of the (Recipient), the Offeror shall be paid its contract close-out costs, and a fee, if the contract provided for payment of a fee, in proportion to the work performed up to the time of termination.

If, after serving a notice of termination for default, the (Recipient) determines that the Offeror has an excusable reason for not performing, such as strike, fire, flood, events which are not the fault of and are beyond the control of the Offeror, the (Recipient), after setting up a new work schedule, may allow the Offeror to continue work, or treat the termination as a termination for convenience.

15. BREACHES AND DISPUTE RESOLUTION

49 C.F.R. pt. 18

FTA Circular 4220.1F

Applicability to Contracts

All contracts in excess of \$100,000 shall contain provisions or conditions which will allow for administrative, contractual, or legal remedies in instances where Offerors violate or breach contract terms, and provide for such sanctions and penalties as may be appropriate. This may include provisions for bonding, penalties for late or inadequate performance, retained earnings, liquidated damages or other appropriate measures.

Flow Down

The Breaches and Dispute Resolutions requirements flow down to all tiers.

Model Clauses/Language

FTA does not prescribe the form or content of such provisions. What provisions are developed will depend on the circumstances and the type of contract. Recipients should consult legal counsel in developing appropriate clauses. The following clauses are examples of provisions from various FTA third party contracts.

Disputes - Disputes arising in the performance of this Contract which are not resolved by agreement of the parties shall be decided in writing by the authorized representative of (Recipient)'s [title of employee]. This decision shall be final and conclusive unless within 10 days from the date of receipt of its copy, the Offeror mails or otherwise furnishes a written appeal to the [title of employee]. In connection with any such appeal, the Offeror shall be afforded an opportunity to be heard and to offer evidence in support of its position. The decision of the [title of employee] shall be binding upon the Offeror and the Offeror shall abide by the decision.

Performance During Dispute - Unless otherwise directed by (Recipient), Offeror shall continue performance under this Contract while matters in dispute are being resolved.

Claims for Damages - Should either party to the Contract suffer injury or damage to person or property because of any act or omission of the party or of any of his employees, agents or others for whose acts he is legally liable, a claim for damages therefore shall be made in writing to such other party within a reasonable time after the first observance of such injury or damage.

Remedies - Unless this contract provides otherwise, all claims, counterclaims, disputes and other matters in question between the (Recipient) and the Offeror arising out of or relating to this agreement or its breach will be decided by arbitration if the parties mutually agree, or in a court of competent jurisdiction within the State in which the (Recipient) is located.

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



Virginia Department of Rail and Public Transportation
The Smartest Distance Between Two Points

GENERAL PLANNING CONSULTANT SERVICES CONTRACT FOR TRANSIT PROJECTS IN VIRGINIA

In Response to: RFP #505-13-RR0001

April 26, 2013



Prepared by:

KFH Group, Inc.

In Association with:

Cambridge Systematics, Inc.
Kittleson & Associates, Inc.
McCormick Taylor, Inc.
Kensington Consulting LLC
Timmons Group
LDA Consulting
MCV Associates, Inc.
Pulsar Advertising
Southeastern Institute of Research, Inc.
Robert G. Stanley



VIRGINIA DEPARTMENT
OF RAIL AND PUBLIC
TRANSPORTATION



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Detailed description of services to be provided	8	1.1	5-28
Description of approach and procedures employed on similar projects	8	1.1, 1.2	5-28, 29-31
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Describe the management procedures to oversee work by personnel and subconsultants on multiple purchase orders simultaneously	8	Cover Letter, 1.2	4, 29-31
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State type of arrangement between firms and the percentage of work to be performed by each	8	2.1, Table 2.1	32-52, 37
List of key personnel, including subconsultants who could be assigned to various tasks identified	8	2.2, Table 2.2	53-80, 37
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Indicate percentage of DMBE/SWAM participation and specify the types of work to be performed by DMBE/SWAM subconsultant.	9	3.0	83-84
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DMBE/SWAM goal is 25 percent to receive full credit for planned involvement	9	3.0	83-84

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RFP Requirements	RFP Page Number	Proposal Section	Proposal Page Number
Tab 4 - Contact Person	9	4.0	85
Primary Offeror's name, address, telephone, and e-mail address for contact responsible for coordinating efforts and personnel of all parties and/or subconsultants	9	4.0	85
Tab 5 - Staffing and Pricing Plan	9	5.0	86-88
Identify all staff positions by person and actual hourly rates in Price Schedule for the 12 potential services described in the Statement of Needs. (Fully loaded with all direct salaries and general overhead)	9, 31 (Attachment D)	5.0, Table 5.1	86-88
Certification of Primary Participant Regarding Debarment, Suspension, and Other Responsibility Matters	50-51 (Attachment A-1)		89-90
Primary Participant signed Certification of Primary Participant Regarding Debarment, Suspension, and Other Responsibility Matters	50-51 (Attachment A-1)		89-90
Certification of Lower-Tier Participants Regarding Debarment, Suspension and Other Ineligibility and Voluntary Exclusion			91-100
Lower Tier Participant signed Certification of Lower-Tier Participants Regarding Debarment, Suspension and Other Ineligibility and Voluntary Exclusion	52 (Attachment A-1)		91-100
Evaluation Criteria			
Project management and communication experience	10	1.2, 2.1, Figure 1.1, Figure 2.1	29-31, 32-37, 30, 33
Experience with development of major capital transit projects, NEPA, multimodal corridor studies, and transit operations planning and analysis	10	1.1.1, 1.1.2, 1.1.6, 1.1.7, 1.1.8, 1.1.12, 2.1, 2.2, Figure 2.1	5-7, 8-11, 16-18, 18-20, 20-21, 27-28, 32-80, 33
Experience with regional and statewide transit and TDM planning, performance measurement, and transportation/land use planning	10	1.1.6, 1.1.8, 1.1.10, 1.1.12, Figure 2.1	16-18, 20-21, 23-25, 27-28, 32-80, 33
Qualifications and availability of proposed staff and resources to perform potential tasks	10	2.1, 2.2	32-80
Experience with public outreach, marketing, and training	10	1.1.3, 1.1.4, 1.1.9, 1.1.11, 2.1, 2.2, Figure 2.1	11-12, 12-13, 21-23, 25-26, 32-80, 33
Commitment to DMBE SWAM Utilization	10	3.0	83-84
Price	10	5.0, Table 5.1	86-88

Request for Proposal (RFP) Cover Sheet

RFP #: 505-13-RR0001
 Issue Date: March 28, 2013
 Title: General Planning Consultant Services Contract for Transit Projects in Virginia
 Commodity Code: 918-96 Transportation Consulting
 Issuing Agency: Commonwealth of Virginia
 Department of Rail and Public Transportation
 600 East Main Street, Suite 2102
 Richmond, VA 23219
 Initial Period of Contract: Three years from date of award
 Proposals Will be received until: April 26, 2013
 4:00 p.m.
 All inquiries must be directed in writing to: Ashley Nusbaum, Procurement Manager
 ashley.nusbaum@drpt.virginia.gov

No proposal will be accepted after the closing date and time unless the closing date and time is modified by written addendum. Proposals must be sealed and mailed or hand delivered to the appropriate delivery address identified above.

In compliance with this RFP and all conditions imposed in this RFP, the undersigned firm offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name and Address of Firm:

<u>KFH Group, Inc.</u> Company Name	<u>April 26, 2013</u> Date
<u>4920 Elm Street, Suite 350</u> Address	<u></u> Signature in Ink
<u>Bethesda, MD 20814</u> City, State, Zip	<u>Sue Knapp</u> Printed or Typed Name of Above
<u>52-1924464</u> FEI/FIN Number	<u>301-951-8660</u> Phone
<u>sknapp@kfhgroup.com</u> E-mail	<u>301-951-0026</u> Fax

Note: An Optional Pre-Proposal Conference will be held on April 9, 2013 at 10:00 a.m. See Section VIII for more information.

Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses are encouraged to participate.



April 26, 2013

Commonwealth of Virginia
Department of Rail and Transportation
Attn: Ashley Nusbaum, Purchasing Officer
600 East Main Street, Suite 2102
Richmond, VA 23219

Dear Mrs. Nusbaum:

Please find enclosed a signed original and five copies of our proposal in response to the Request for Proposal (RFP) titled "General Planning Consultant Services Contract for Transit Projects in Virginia". Our proposal is valid for a minimum of 120 days beginning April 26, 2013.

As highlighted in our proposal, we have assembled a team led by the KFH Group that is uniquely prepared to complete the scope of services outlined in the RFP. A primary focus of the KFH Group is transit service planning. Additionally, KFH Group has a proven track record of providing technical assistance to divisions of state government that administer various federal and state transit funding programs. This work includes extensive experience in completing transit development plans (TDPs), compliance reviews for small urban and rural transit providers, developing and updating a variety of state program guidance manuals and resources, and providing technical assistance in the development of State-level policies and procedures.

The KFH Team has an extensive track record in providing DRPT, the Virginia Department of Transportation (VDOT), local transit agencies, other state DOTs, the Federal Transit Administration (FTA), and the Federal Highway Administration (FHWA) with research, support and technical assistance on a myriad of tasks. KFH is joined in this proposal by the following outstanding consulting firms and individuals: Cambridge Systematics, Inc., Kittelson & Associates, Inc.; McCormick Taylor, Inc.; Kensington Consulting LLC; Timmons Group; LDA Consulting; MCV Associates, Inc.; Pulsar Advertising; Southeastern Institute of Research, Inc.; and Robert G. Stanley.

The KFH Group has been certified as a DBME and a SWAM in Virginia. We also are joined by three additional firms who are small-, woman-, and/or minority-owned businesses with exceptionally strong capabilities which will allow the KFH team to easily exceed the established goal of 25 percent participation by such firms for this contract. Our staff is available and fully prepared to meet all of the requirements for this project. We would be happy to negotiate any aspect of this proposal if desired.

Thank you for the opportunity to submit this proposal. Please call us if you have any questions or need additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sue Knapp", is written over the typed name.

Sue F. Knapp
President

1.0 Understanding of Work and Plan for Providing Services

This section presents the KFH Group’s (KFH) understanding of the work and its plan for providing services to the Virginia Department of Rail and Public Transportation (DRPT). The team assembled by the KFH Group is experienced in working for DRPT on exactly these kinds of projects – activities required by federal, state, regional, and local processes for public transportation and congestion management planning projects. This exceptional team of nationally recognized consulting firms and individuals was assembled to proficiently tackle the transit activities DRPT has identified. Specifically, the team includes:

- Cambridge Systematics, Inc. (CS);
- Kittelson & Associates, Inc. (KAI);
- McCormick Taylor, Inc. (MT);
- Kensington Consulting LLC (Kensington);
- Timmons Group (TG);
- LDA Consulting (LDA);
- MCV Associates, Inc. (MCV);
- Pulsar Advertising (Pulsar);
- Southeastern Institute of Research, Inc. (SIR); and
- Robert G. Stanley (RGS).

The KFH team’s understanding of the services to be provided by project task area is presented in Section 1.1. Section 1.2 presents the KFH team’s proposed response to a specific purchase order request from DRPT and project management procedures.

1.1 Project Understanding

This section of the proposal presents a description of the KFH team’s understanding of the work to be performed under each of the 12 potential services identified in the request for proposal (RFP) and the plan for providing services. Each service area approach is accompanied by highlights of similar ongoing or recently completed work by team members.

1.1.1 Project Feasibility/Identification and Alternatives Analysis

The KFH team has broad practical and innovative experience identifying and evaluating transit projects and transportation demand management (TDM) improvements for transit and TDM agencies of all sizes, including agencies in Virginia and across the country. The KFH team provides national leadership in advancing methods and practical applications for demand modeling, market research, and alternatives analysis. Our state-of-the-art capabilities can be applied to meet the analysis needs of DRPT and to enhance any project feasibility or alternatives analysis study for transit and TDM improvements.

The KFH team maintains comprehensive planning functions that support multimodal project feasibility and alternatives evaluations. Highly relevant areas of expertise include travel demand

forecasting, market segmentation and market research, financial planning and costing, transit operations and service planning, economic evaluation, site planning, land use/transportation planning, institutional arrangements, and stakeholder and public involvement.

This team has exceptional expertise in assuring that planning, project development, and evaluation meets Federal, state, and regional requirements. Team members have a long history of providing technical support to the Federal Transit Administration (FTA) on many aspects of alternatives analysis, including the preparation of the guidance documents and procedures related to land use and transportation and financial planning promulgated by FTA to transit agencies involved with New Starts and Small Starts projects. The KFH team recently provided assistance to DRPT on capital planning and service design guidelines.

Our project experience includes a wide range of potential transit improvements for systems of all sizes and for modes ranging from heavy rail, commuter rail, bus rapid transit (BRT), and other fixed-route systems to bus system improvements and comprehensive experience with TDM strategies. We also have studied programmatic and systemwide approaches such as fare structure simplification to improve existing service delivery. The team has experience across a wide range of geographic locations, from rural demand responsive systems, to small urban systems, to suburban and urban corridors in the largest metropolitan areas.

Although the approach and emphasis of any project or study will vary considerably depending on the geographic location, issues under consideration, and stakeholders, some broad principles of project development and evaluation are consistent.

- **Identification of the Problem** – It is critical in any study to understand the problem that is motivating the consideration of potential transit or TDM improvements. The identification of the problem will provide guidance to both the development and screening of potential alternatives. Potential problem definitions could include traffic congestion on local roadways, overcrowding on an existing transit line, declining air quality due to increased automobile traffic, or mobility limitations in a specific area, ranging from a central business district to a rural county.
- **Development of Alternatives** – In any project, a series of alternatives should be developed in consideration of the problem identified. Alternatives could vary from programs such as employer-based TDM programs or transit incentives, to improved bus service, to the implementation of a fixed-guideway rail service. The information and level of detail required for each alternative will vary depending on the stage of the project, but is likely to include market segment information, capital cost estimates, operating cost estimates, conceptual engineering, community impacts, and community sensitive design, as appropriate.
- **Screening of Alternatives** – The screening process should evaluate each alternative in relationship to the problem identified. An established set of criteria should be developed that will allow project participants to understand the potential benefits and value of each alternative. It should allow for a framework that is effective in comparing the value of each alternative. Where appropriate, it should make use of state of the art transit market research in terms of serving customers need.
- **Stakeholder and Public Involvement** – The project feasibility and alternatives analysis should include stakeholder and public involvement, using effective approaches which are tailored to the context.

- **Identification of a Preferred Alternative** – Based on information developed in the screening and evaluation of alternatives, a recommended alternative is identified. Again, the profile and magnitude of the project will dictate the approach to reaching this decision point.
- **Reports and Documentation** – Effective communication is necessary throughout all assignments, including clear and understandable reports and presentations.

Both in supporting DRPT under the prior contract, and for other agencies, the KFH team has successfully conducted many similar projects across the United States. The very successful projects presented below provide a sample of those with which team members have been involved.

- **I-66 Multimodal Corridor Study** – For VDOT, CS with KFH is leading a team to identify a range of current and visionary multimodal and corridor management solutions that can be implemented to reduce congestion and improve overall mobility within the I-66 corridor, including nearby bus routes and major arterial roadways. Options explored include congestion pricing, bus service enhancement, arterial bus on shoulder, transportation demand management program enhancement, bicycle and pedestrian network improvements, and highway widening. A selection of multimodal evaluation metrics based in part on use of the regional travel demand forecasting model are being used to inform decision-making. Public information meetings, individual stakeholder outreach, and market research are further informing the options and evaluation. Potential funding sources also are being identified and documented as part of the final report.
- **Virginia Corridor Master Plans for Corridors of Statewide Significance** – For the Virginia Department of Transportation (DOT), Office of Intermodal Planning and Investment, CS is leading a multidisciplinary consultant team in a series of on-call tasks over a two-year period. The first set of tasks involves developing a methodology and template for multimodal Corridor Master Plans across the Commonwealth. The second task involves preparing the Corridor Master Plan for the Northern Virginia North-South Corridor, which will improve connectivity between Loudon, Fairfax, and Prince William Counties.
- **FTA Oversight of New Starts Projects** – Since 1996, CS has provided support to the FTA on its Section 5309 New Starts program. This support has included development of technical guidance for the application of the New Starts criteria, which has been used by the FTA since 1997 in rating potential transit projects nationwide for discretionary Section 5309 funds; project ratings and funding recommendations are documented in the FTA's Annual New Starts Report to Congress.
 - CS has supported the FTA on technical updates of New Starts guidance, including the incorporation of new factors related to transit-supportive land use and new reporting templates for the local financial commitment criterion.
 - CS assesses the existing and/or proposed transit-supportive land use associated with New Starts transit projects across the country. These assessments have been performed since the transit-supportive criterion was first established for New Starts projects in 1997.
 - CS conducts financial oversight of New Starts transit projects. This oversight includes financial assessments for approval to enter into preliminary engineering; financial assessments for final design approval; financial assessments for the Annual New Starts Report to Congress; metropolitan area financial capacity assessments; and support in preparation of the summary financial analysis report, a collateral document to the annual New Starts report.

1.1.2 Environmental Analysis

The members of the KFH team possess a broad range of local, regional, and national perspectives on the application of the National Environmental Policy Act (NEPA) process to public transportation system improvements. Previous assignments successfully completed by the team have ranged from system-level environmental overview analyses to a variety of corridor-level environmental studies for BRT, commuter rail, light rail transit (LRT), and heavy rail system improvements. Similarly, team members are experienced in the conduct of site-specific environmental analyses for transit facilities such as bus and rail maintenance facilities, bus transfer stations, park-and-ride lots, and commuter rail, LRT, and heavy rail stations located in both suburban and urban settings.

The KFH team has established itself as a leader in the full range of transportation related environmental planning and design services including environmental management, planning, documentation, agency coordination, permitting, wetland mitigation, stream restoration and fish passage design, noise studies, cultural resources evaluation, socioeconomic and landscape architectural services. The KFH team's experienced group of environmental professionals are vastly skilled and highly knowledgeable at adhering to NEPA and producing environmental documents that facilitate defensible environmental decisions by state transportation agencies. MT's environmental team has built its reputation through consistent performance in the completion of countless Environmental Impact Statements, Environmental Assessments and Categorical Exclusions, along with Section 4(f) and 6(f) Evaluations, Section 106 documentation, and numerous document reevaluations. MT's extensive knowledge of the FHWA and FTA's NEPA regulations and documentation requirements is demonstrated through its work conducting NEPA training on behalf of FHWA's National Highway Institute (NHI) throughout the United States. Specific to Virginia, MT is currently under contract with VDOT to complete a variety of technical studies for task orders under two active Environmental Document and Related Services contracts, both as a prime and a sub consultant. MT's environmental staff is also completing multiple environmental documents for projects across the Commonwealth on behalf of many local governments for VDOT. In addition to VDOT, MT has held on-call contracts conducting NEPA documentation for numerous state transportation agencies such as: the Virginia Railway Express, Maryland State Highway Administration, Maryland Transit Administration, Maryland Transportation Authority, Pennsylvania Department of Transportation, Southeastern Pennsylvania Transportation Authority, New Jersey Transit, and the Delaware Department of Transportation.

The KFH team's successful experience in environmental documentation for all these clients is attributable to a variety of factors including: a thorough understanding of the processes and priorities of all requisite government agencies, well informed scheduling and manpower assignment programs, and comprehensive review and documentation standards. We are acutely aware of the processes which must be followed to see that NEPA documentation is submitted properly and approved within the appropriate timeframes.

Environmental services for transit projects can range from a Categorical Exclusion document for a small Park and Ride Lot to an AA/DEIS/Draft Section 4(f) Evaluation for a proposed new transitway corridor. Highlighted below are the many services that we could perform under this contract.

- Prepare NEPA environmental review documents

- Prepare Environmental Inventory, Analysis, and Technical Reports/Memoranda to support NEPA, Section 4(f), Section 404, Section 106, Section 7, and New Starts documentation and/or environmental clearance requirements
- Develop mitigation strategies for unavoidable regulated impacts
- Develop, administer, and conduct regulatory agency coordination to support environmental clearance activities
- Prepare and administer NEPA file databases and develop Administrative Records for DRPT records and to support Freedom of Information Act (FOIA) requests and NEPA lawsuits
- Prepare, submit, and track environmental permits and approvals (Section 404, Section 106 MOA's, and others as requested)

In Virginia, MT led the high speed rail EA effort for the Arkendale to Powell's Creek project sponsored by DRPT. This 11.2 mile project included the design and construction of the third track through this corridor. Studies conducted as a part of this project included an Environmental Assessment-level NEPA document; wetland and waters delineation and confirmation; threatened and endangered species coordination; permitting; archaeological and architectural history surveys; socioeconomic studies; air, noise, and vibration studies; a Phase I Environmental Site Assessment; and traffic and transportation analyses.

In the area of transit and climate change, team member CS now is assisting the American Public Transportation Association (APTA) with an analysis of the relationships between transit investments and services and global climate change. CS also is assisting many states in the development of their climate change action plans. CS works closely at the national level with the current leaders of Virginia DOT, who are providing much of the national leadership within the American Association of State Highway and Transportation Officials (AASHTO) on these topics.

KFH projects have included work on two phases of the Maryland Department of Transportation's (MDOT) Climate Action Plan Implementation, focusing on transit as an element of the plan to reduce greenhouse gases. In Phase I, KFH worked with representatives from state agencies and major transit agencies to develop potential transit implementation strategies, with the goal of doubling statewide transit ridership by 2020. These strategies were evaluated and prioritized based on effectiveness, costs, co-benefits, feasibility, and timeframe. In Phase II, KFH Group reviewed long range transportation plans, transportation improvement programs, and the Maryland Consolidated Transportation Program to determine relevant projects that will help decrease greenhouse gas emissions from Maryland's transportation sector through 2020. KFH Group analyzed ridership projections associated with transit projects to help quantify the expected greenhouse gas emissions reductions, and assigned these reductions to the transit implementation strategies. This project also involved determining the appropriate greenhouse gas baseline for transit in moving forward with the quantification process. On this task KFH Group assisted the prime contractor, CS. The work was performed under CS's prime contract to perform on-call transportation policy and planning services for MDOT.

Over the course of our experience with the NEPA process, the KFH team has developed an in-depth appreciation of the manner in which to consider the potential impacts of any proposed transportation action on both the natural and the built environments. Our team members fully understand the importance of such elements of the NEPA process as:

- The necessity of preparing a clear definition of the project’s purpose and need;
- The proper way in which to consider alternatives;
- The significance of environmental impacts, particularly including secondary and cumulative effects and the need for mitigation and enhancement of the environment;
- The role of public involvement in project development and transportation decision-making;
- The manner in which to take into account social and community factors, particularly environmental justice;
- The need for early and continuous interagency coordination; and
- The integrated environmental and transportation decision-making process.

Our team understands those public transportation activities that, by definition, require the preparation of an EIS, those such as alterations to facilities or vehicles in order to make them accessible for elderly and disabled persons that are considered to be categorical exclusions (CE), and those where the preparation of an environmental assessment (EA) may be required to determine whether a finding of no significant impact (FONSI) or an EIS is the appropriate environmental document to be prepared. The team’s recent experience in the preparation of transit-oriented environmental documents includes:

- ***Contract with the Virginia Department of Transportation’s Environmental Division***– Team member MT is currently under contract to provide the Virginia Department of Transportation’s Environmental Division with both primary and support expertise in the preparation of environmental technical studies, analyses, documentation, reevaluations, and engineering support studies to address NEPA requirements. Under this open-end contract, environmental documentation may include CEs, EAs, FONSI, EISs, Tiered EISs, Supplemental EISs, Document Reevaluations, and Section 4 (f) evaluations. MT’s tasks include recommending avoidance, minimization, and mitigation measures; evaluating secondary and cumulative impacts; coordinating with resource agencies and initiating public involvement; and preparing technical reports and NEPA documentation. Current projects include:
 - ***Skiffes Creek Connector*** – MT is conducting environmental studies and an Environmental Assessment-level NEPA document in support of this new roadway in James City County.
 - ***I-95 Express Air Quality Independent Review*** – MT is conducting an independent review of an air quality study performed by private citizens disputing the air quality impacts for the I-95 Express Lanes Project.
 - ***I-64 Interim Improvements Study*** – MT is conducting high level engineering analysis and review of several potential corridor segments and potential interim improvement alternatives for the section of I-64 from Ft. Eustis Blvd. (Exit 250-A) to Jefferson Ave. (Exit 255-A).
- ***TCRP H-41 - Assessing and Comparing Environmental Performance of Major Transit Investments*** – For the Transit Cooperative Research Program (TCRP), team member CS led research to present, evaluate, and demonstrate criteria, metrics, and methods for assessing and comparing the environmental performance of major transit investments, including FTA 5309 New Starts and Small Starts projects. The results offer a basis for assessing and comparing these transit projects and offer project sponsors optional criteria, metrics, and methods for assessing transit projects with regard to environmental performance. Environmental metrics were

identified and evaluated for energy and greenhouse gas emissions; air quality and public health; and ecology, habitat, and water quality.

1.1.3 Public Participation

Engaging communities and project stakeholders is paramount to transportation studies. We understand DRPT may need our team's assistance developing strategies and programs to involve people in a real and meaningful way. This will likely include a combination of high tech and low tech approaches, but all with the same goal: clear and accurate communication with impacted communities and the public at large. The mechanics of our public participation efforts will meet or exceed all federal, state, regional, and local requirements.

The success of transportation planning and programming efforts depends increasingly on building and maintaining a continuous two-way dialogue with the public and with stakeholders. When that communication process is in place, then useful input is elicited, important concerns are aired, mutual understanding is aided, and, eventually, support can be developed. The need for active communication is even more important as the public (and planners) face a challenging transition to new solutions. Many of the more innovative measures being put forth to effectively deal with future travel needs including smart growth, TDM, and transit-oriented development (TOD) may be unfamiliar to some people. If these measures are to achieve real success, meaning not just implementation but real behavioral changes in trip making, then a full combination of techniques that encompass public outreach, market research, education, promotion, and media engagement will be necessary.

The KFH team will bring these techniques to DRPT through our national expertise and deep experience in public outreach, market research, and public education activities. We apply the most cost effective package of techniques to the goals and issues at hand. This includes advanced transit and TDM market research techniques, the use of Internet web sites, computer simulation/animation, CDs, and video. It also includes creative applications of more tried and true techniques, such as "open house" style public meetings, focus group facilitation for small meetings, speakers bureau training for agency personnel, and full-service media relations.

The KFH team members have very strong experience in all aspects of communications in Virginia, as well as nationally. With this distinguished set of firms, DRPT is sure to have the specialized, high quality resources available for any type of assignment in this task area. In addition to specialized firms, the general planning firms of the KFH team are highly experienced in working on projects in which communications and public involvement are key and integrated components.

Among the public participation techniques that we have successfully employed for transportation planning studies include:

- A highly interactive web site and specific web links to libraries;
- Focus groups with diverse sets of statewide residents, including disabled persons, inner city poor, rural residents, and transit users;
- Issue groups made up of key public and private sector stakeholders, to discuss future trends and visions on such issues as the aging population, technology, tourism, and goods movement;
- Information tables at key locations, including train stations and shopping malls;

- Public meetings heavily advertised in regional, local, and specialized newspapers (including foreign language press) with innovative comment sheets allowing people to compare their fiscal allocations to transportation modes and services against those of the plan;
- Stakeholder interviews and stakeholder meetings;
- Project videos;
- An extensive, facilitated visioning process that includes internal staff and outside stakeholders;
- A brochure and survey form which elicits concerns and needs of the public, including current transit riders and nonriders; and
- Legislative briefings for Federal, state, and local elected officials.

The proven success of the members of the KFH team in the provision of communications on a variety of statewide, regional, and project-specific transportation planning efforts will assure that our potential support to DRPT in the development of the update to the Virginia Statewide Transportation Plan, or on other project-specific assignments, will result in positive interaction and meaningful involvement of all stakeholder groups, in a manner which is both timely and cost effective. Project examples include:

- ***City of Richmond's Department of Public Works*** – Team member TG has worked with the City of Richmond's Department of Public Works under an on-call contract since 2004. Projects under this contract have ranged from pedestrian improvements to multimodal corridor analysis and design. TG also worked closely with city staff in the formation of a design manual, which serves as their guidelines for projects.
- ***Maryland Transportation Plan*** – Team member CS supported the update to the plan. A very large and diverse public involvement effort is underway and the process has been successful in eliciting input and feedback from a range of stakeholders, interest groups, and citizens. Innovative techniques such as library web sites have provided opportunities for broad input.
- ***Virginia Department of Transportation*** – Team member TG developed an information portal to integrate maintenance work requests, roadway incidents, and a public information knowledge base in a map-centric interface. The goal was to provide location based information to a call taker in a timely manner to respond to a citizen's needs. Project tasks included application planning, design, development, and deployment. TG also provides training and support services.

1.1.4 Marketing and Research

The KFH team is a leader in market research applications for long- and short-range transit strategic planning, operational analysis, and transportation demand management. Detailed market assessment has been a foundation of product development and placement in the private sector for many years. Team member CS has adapted advanced market assessment techniques for transit agencies across the United States (Chicago, Austin, San Francisco, Salt Lake City, Seattle) to provide a bold new approach to planning and forecasting for transportation agencies. Whether an organization is selling mutual funds, automobiles, or mobility services, products and services must be designed to meet the needs of the target customers.

Team member CS developed this approach by adapting market research experience with Fortune 500 companies and integrating it with extensive transportation planning and forecasting experience. Our applications of market research to transportation planning include the development of highly practical service planning tools that integrate market segmentation results with mode choice models. Our team has tailored this approach to meet the needs of transit operators across the country, and we can define and apply methods that will best meet DRPT’s needs in this area.

The market research concepts we have applied take advantage of the KFH team’s skill sets related to survey research, travel demand model development and application, transit service planning, transportation demand management, transportation system evaluations, and strategic and policy planning. Example projects include:

Virginia Department of Transportation – SIR has recently designed, implemented, and successfully completed a major marketing research project for Route 7 Widening. This consisted of an innovative research methodology that included an online survey, a telephone survey, and in-depth one-on-one interviews (including interviews with county supervisors). This body of work has just been completed and presented to VDOT – including strategic recommendations based on the findings of the research. VDOT is currently using this research in the development of its plan for Route 7.

San Francisco MTA – Team member CS used two cutting edge methodologies to identify opportunities to restructure services for an important agency policy committee. The first was Customer Market Research. CS used the results from approximately 1,000 individually customized surveys to identify groups of travelers with similar characteristics with regard to transportation preferences and assessed what type of transit would be most effective for serving each group. The second methodology was Transit Competitiveness Index (TCI) analysis. CS developed an algorithm to combine factors affecting transit competitiveness (e.g., population and employment densities, congestion level, parking cost, pedestrian environment, population characteristics, etc.) to develop a single index rating for each origin and destination in the service area for ridership potential. CS used this analysis to identify opportunities in the area to improve or reduce transit services.

BART Regional Rail Support – Team member CS developed a Second Generation Transit Competitiveness Index analysis. The first generation TCI analysis develops a single index rating each origin and destination in a provider’s service area for its ridership potential. The second generation TCI expands the capability to analyze not only origins and destinations, but also origin-destination pairs. CS used the TCI analysis to identify the origins, destinations, and origin-destination pairs in the Bay Area with the best potential to support intensified BART service.

Hampton Roads Transit Vision Plan – Pulsar led efforts to bring the lead Hampton Roads communicators together to support the development of the Hampton Roads Transit Vision Plan Marketing Framework. Pulsar worked with key businesses, non-profits, and the military to secure their involvement in the crafting of the Marketing Framework and their long-term support of the Transit Vision Plan.

1.1.5 Financial Planning and Analysis

The KFH team has extensive successful experience in financial planning and analysis that will assure the success of DRPT’s initiatives in this area. This experience includes working with a broad range of clients, including Federal agencies with oversight responsibilities over Federal transit assistance,

state DOTs, transit agencies of all sizes, and research organizations. This breadth of experience allows us to understand the multitude of strategies and opportunities that are available. The KFH team has a long history of providing extensive support to state transportation agencies and transit agencies in the areas of financial planning and innovative finance program development and support. This includes experience in the evaluation of capital, operating, and maintenance funding sources and options, and in the development of project expenditure and cash flow forecasts. CS' experience and detailed financial models can be adapted readily to all the needs of DRPT.

The team will assist DRPT by developing financial plans and evaluations of funding requirements and options, and in identifying and evaluating innovative and traditional finance techniques. Techniques will be developed and applied to programs or specific projects. The team's familiarity with Federal programs and broad experience with state DOTs, transit agencies, ports, airports, and others can be utilized in the tailoring of programs to specific modal or multimodal needs.

Transit Finance and FTA Financial Analysis

The KFH team provides financial planning and analysis support to a wide range of agencies with interests in transit finance and implementation. A sample of recent financial planning and analysis projects for which financial models were applied and revenues identified include the proposed Tampa Bay regional transit system, several BART extensions, the South Boston Transitway, Lower Manhattan, and the Tren Urbano project in Puerto Rico. Based on various cost and financial planning studies as well as through transit development plans (TDPs), the KFH team is well-versed in cost allocation formulas, fare and pricing sensitivity studies, and funding policy analysis.

The KFH team has gained an understanding of the Federal perspective on transit capital support through its assistance to FTA in the assessment of the financial plans for New Starts transit projects. These assessments are conducted to ensure sponsors of major transit investments have adequate financial capacity to undertake the capital development and operations of New Starts projects. Findings are used to make annual recommendations to Congress on the allocation of Section 5309 funds. For multiple projects, team member CS has assessed the stability and reliability of capital and operating financing plans, the proposed share of non-Section 5309 funding, and the ability of the sponsoring agency to fund ongoing systemwide operating and maintenance costs.

With regards to project-specific transit finance and forecasts, team member CS has developed a detailed financial model application to conduct a complete investment analysis of major projects, which has the capability to produce the FTA required financial reports for New Starts. Successful representative assignments in this area include:

- ***Twin Cities Return on Investment Analysis for Transit*** – For the St. Paul Foundation and the Itasca Project, CS is conducting a return on investment (ROI) analysis of existing and planned transit service in the Twin Cities region to build a more informed case for transit funding. The Itasca Project is an employer-led alliance drawn together by an interest in new and better ways to address issues that impact the economic competitiveness and quality of life for the Twin Cities region. Its 50-plus participants are primarily private-sector CEOs. The group also includes a small number of public and nonprofit leaders, including the Governor of Minnesota, the Mayors of Minneapolis and St. Paul, the Chair of the Metropolitan Council, and the leaders of the University of Minnesota and Minnesota State Colleges and Universities.
- ***FTA New Starts Financial Capacity Assessments*** – For the FTA, CS, as part of a team, is conducting financial oversight of New Starts transit projects and providing support in the

preparation of Financial Capacity Assessments for projects requesting FTA Section 5309 New Starts funding. The financial oversight includes: financial assessments for approval to enter into preliminary engineering; financial assessments for design approval; financial assessments for the annual New Starts report to Congress; metropolitan area financial capacity assessments; and support in preparation of the summary financial analysis report, a collateral document to the annual New Starts report. For the fiscal year 2014 New Starts report to Congress, CS conducted financial assessments for the Denver Regional Transportation District (RTD) Southeast Corridor Extension.

Team member CS also has assisted numerous agencies with the development of options for major investments, including for Tren Urbano (San Juan), Boston South Piers, and Lower Manhattan. The CS team has supported related efforts for research organizations, including a summary for the National Cooperative Highway Research Program (NCHRP), targeted to the state DOT Chief Executive Officers (CEO), on the opportunities for using particular types of innovative finance techniques.

Revenue Analyses and Revenue Options

The KFH team also has broad experience with surface transportation funding and revenue analysis. CS completed an assignment for NCHRP to evaluate alternative revenue sources to fund surface transportation, and previously completed another comprehensive analysis “Alternatives to Motor Fuel Taxes for Financing Surface Transportation,” NCHRP Report 377. The KFH team has undertaken a wide range of transportation revenue forecasts and analyses for states and other agencies. A few of these assignments include:

- ***Innovative Ways Transit Agencies Are Addressing The Need For Increased Capacity In The Face Of Rising Energy Costs And Decreased Revenue*** – APTA contracted with KFH to research and establish an overview, anecdotal in nature, of how transit systems across the U.S. are addressing the competing challenges of rising fuel prices, declines in revenue, and surging ridership. The overview was then used for advocacy to recommend funding increases and policy changes at the national level. KFH conducted in-depth one-on-one interviews with a mix of 17 public transportation agencies across the U.S. at general manager level, selected from among respondents to a preliminary survey administered by APTA. The study identified strategies to mitigate the financial crisis, including buying fuel in advance at low fuel prices (hedging), alternative fuels, increasing fares during peak periods, service cuts, contingency funds, fare fuel surcharges, fare indexing, and reductions in administrative and utility costs. However, a key finding was that the real effect of the fuel costs and reduced tax revenues would not be felt until the following two fiscal years, when service contracts expired and as state coffers diminished. KFH also compiled recommendations from the transit systems for national-level funding and policy changes.
- ***NCHRP Project 20-24(49)*** – CS forecasted need for highways and public transportation and evaluated all funding sources used for transit at each level of government.
- ***TCRP Project H-34*** – CS surveyed the national experience with funding sources at transit agencies of all sizes, and identified and evaluated particular sources.
- ***Revenue White Papers for the National Surface Transportation Policy and Revenue Study Commission*** – CS prepared many of these papers and the Commission’s final report utilized versions of CS’ evaluations of transit and highway revenue sources that were developed for NCHRP and TCRP.

- **Federal Highway Administration (FHWA) Finance Office** – CS support includes developing the FHWA “Credit Concepts” report; the Innovative Finance Quarterly Newsletter; an Innovative Finance Primer and Brochure, and a “Capstone” report, providing a review of innovative finance to date.

The KFH team has extensive and strong national and Virginia experience in constrained funding analysis. CS has assisted the Metropolitan Washington Council of Governments (MWCOG) in the four most recent updates of the financial plan elements of the regional Constrained Long-Range Plan (CLRP). In each case, CS worked closely with Virginia DOT, DDOT, and Maryland DOT financial managers to develop the CLRP financial plan. CS also assisted the MWCOG and Maryland DOT with a recent project to identify new ways to implement new revenue sources.

All of this experience can be brought to bear directly to any type of financial planning or analysis required, from the system level to the detailed aspects of particular projects. The team’s knowledge of finance and of the requirements of Federal assistance provide strong assurance that timely and relevant analysis can identify and help to bring about the most beneficial approaches to all financial issues.

1.1.6 Strategic Planning/Capital Investment Planning

DRPT requires an overall process for planning, programming, and decision-making that takes into account and demonstrates that desirable investments are being made and that the agency is achieving a broad set of goals and performance measures. The KFH team is assisting a wide variety of states and other agencies in strategic planning and capital investment planning. The KFH team will bring to DRPT national and local experience across all potential task assignment areas of strategic planning, capital planning, program evaluation, and performance measures. For each task, the management team will convene and discuss with DRPT relevant team experience and the most appropriate staff.

The KFH team has been assisting DRPT on important aspects of capital investment planning under a variety of task orders that have addressed the development of a public transportation asset management system. That system is now being programmed. To provide assistance to DRPT in the development of desired improvements to capital investment planning, CS has also assisted DRPT in the examination of capital planning guidelines.

The KFH team is a national leader in transit capital investment planning for transit systems of all sizes and in all areas, and in the implementation of successful new procedures for capital investment planning, programming, and prioritization. CS has developed and applied a wide range of capital planning tools, including the procedures that the nation relies upon for evaluating capital investment programs in highways and public transportation. CS has updated the 2002 national transit needs assessment for APTA and AASHTO, to support the development of legislation to reauthorize the Federal transit capital program after 2009.

The KFH team’s experience with transit capital planning spans the range from statewide, to large- and mid-sized urban, to small urban, to rural, to specific projects. The KFH team has performed a multitude of regional and local transit capital planning projects across the United States, including plans and projects in most states and major urban areas.

There are a wide range of capital planning experiences and procedures that can be adapted from other successful agencies and innovative research approaches. Transportation system performance is being monitored and managed today based upon more than the traditional types of performance measures available to the state DOTs and other agencies. Performance-based planning, programming, and monitoring processes are being developed to reflect the overall goals that transportation must serve in a dynamic economy and society. The team has assisted state DOTs, modal agencies, MPOs, and Federal and local agencies with the development and implementation of performance measures, benchmarks, and standards.

The KFH team also has assisted a number of state DOTs in the development of long-range capital plans, programs, and projects which are integrated with performance measures and benchmarks. The KFH team has extensive experience in assisting agencies in monitoring and reporting trends, including trends in system performance. CS assisted Virginia DOT with its performance measures report. CS also prepares the annual “Maryland Attainment Report” which summarizes the performance measures for Maryland’s transportation system. CS has developed, and maintains and enhances, the most advanced and comprehensive capital planning and transportation investment analysis tools. Experience of the team includes:

- **James City County Technical Planning Study** – KFH conducted a technical planning study for Williamsburg Area Transport (WAT). This project included an on-board survey, resulting in a detailed ridership profile and origin/destination analysis; assistance in planning a new route for the Jamestown area as requested by survey participants; review of the transit authority’s cost allocation methodology; recommendations for a pass program and projections based on different fare pass options and costs using elasticity; and development of a long-term capital plan for WAT’s multi-year financial plan. This project was the most recent of a series of projects conducted for James City County, including development of a Long-Range Public Transportation Plan.
- **Triangle Transit Program Management Consulting Services** – For the Triangle Transit Authority (NC), CS, as part of a team, is engaged to perform important advisory services, including FTA Alternatives Analysis and New Starts programmatic advice, and assistance and ridership forecasting services for three separate major fixed guideway segments in the Triangle Region (Raleigh, Durham, and Chapel Hill). Each of the three major segments is being considered as part of a separate Alternatives Analysis and New Starts application, due to the anticipated differences in travel markets served and preferred technologies. CS recently led travel demand forecasting analysis supporting submission of a New Starts application for the first of these segments, a light rail line between Durham and Orange Counties.
- **Transit Tools – Transit Competitiveness Index (TCI) and Service Planning Tool (SPT)** – The SPT combined with the TCI tool provides a comprehensive understanding of competitive positioning, supporting improved ridership with existing resources. These tools provide stakeholders with a clear understanding of which market conditions and service attributes will make transit service effective - land use density, transit priority treatments, parking policies, and pedestrian policies.
 - CS has recently deployed the third generation of its Transit Competitive Index (TCI) Tool. The TCI tool is interactive, web-based software that evaluates the transit potential for travel markets based on the mix of over a dozen specific conditions that dictate if transit can succeed independently of the quality of transit service provided. The TCI tool then allows a user to change conditions in each market and determine how much more competitive the

market becomes. This knowledge assists transit agencies and metropolitan planning organizations with three critical tasks of strategic planning. The TCI tool has been applied to assist MPOs and transit agencies in service planning across the country.

- CS has integrated the results of market segmentation studies into the SPT, an interactive, GIS based desktop or web-based software that goes beyond traditional mode choice models to integrate additional service characteristics such as real-time arrival information, crowding, reliability, etc. The SPT allows transit planners to evaluate ridership impacts of service changes at the route level due to changes in nearly a dozen different service characteristics, including different headways or adding real-time arrival information, faster in-vehicle travel times or shorter walks to stops, lower fares or higher parking costs, and alleviating overcrowding.
- **Texas PTD Strategic Plan Integrating Social Services** – KFH led and CS assisted on a strategic plan for the Public Transportation Division of the Texas DOT, which had just absorbed the responsibility for social service transportation in Texas along with its traditional responsibilities for assisting mostly small and rural transit agencies. KFH and CS successfully charted a new course for Texas DOT to achieve success with its expanded responsibilities.
- **Virginia DRPT Program Guidance and Grant Evaluation System (PROGGRES)** – For DRPT, CS continues to provide implementation support and enhancements for the Program Guidance and Grant Evaluation System (PROGGRES). PROGGRES is a web-based application developed in 2008 that gives DRPT the capability to forecast future capital needs, evaluate capital grant applications, and develop and compare funding scenarios. These features help DRPT to more effectively plan for and fund transit resources in the Commonwealth of Virginia.
- **TCRP New Paradigms** – CS and RGS managed a national effort under the TCRP to develop “New Paradigms for Local Transit Agencies.” The new paradigms analyses have developed means for agencies to organize strategically to meet the challenges of the new century, and to achieve a customer orientation that allows them to focus on management and service actions that are most beneficial. The new paradigms research has identified successful strategic planning and management approaches in public transit and other areas of transportation.
- **NVTC TransAction 2040 Northern Virginia Regional Transportation Plan** – For the Northern Virginia Transportation Commission (NVTC), CS is leading an effort to update the Long-Range Transportation Plan (LRTP) for 2040. To prepare the Plan and associated summary brochure, known as TransAction 2040, CS has developed an inventory of transportation projects, with accompanying cost estimates and travel demand forecasts using the National Capital Region TPB travel demand model Version 2.3.37/38; developed level-of-service (LOS) maps showing network performance for transit (bus and rail) and highway projects; evaluated and prioritized proposed transportation improvements using both qualitative and quantitative processes and cost/benefit calculations; disseminated public information (e.g., newsletters); and held an open house to engage with stakeholders and communicate the Plan.

1.1.7 Operations Planning and Analysis

A critically important element of any public transportation system is the need to provide a continuous program of operations planning and analysis to enhance services and to increase cost effectiveness and efficiency. The well-conceived program of transit services is doomed to failure unless the actual transportation requirements of the customers are determined and then satisfied. Good operations planning is just as essential for rural, demand responsive paratransit services and

for TDM as it is for urban, fixed guideway transit services. The members of the KFH team possess extensive national experience in all aspects of public transportation system operations planning and associated analysis. KFH team members have been responsible for the detailed planning and operations of fixed-route and demand-response bus systems, as well as BRT, LRT, commuter rail, and heavy rail transit systems and TDM across the United States. CS simulation models applications represent a robust, fully developed traffic model calibrated to current traffic and transit conditions that is capable of modeling a wide array of future land use and transportation planning scenarios, including full transit and ITS scenarios, as well as pedestrian and bicycle impacts.

KFH excels in operations planning for small urban and rural systems and demand responsive and social services. KFH has successfully performed numerous assignments for DRPT and for the Maryland Transit Administration (MTA). KFH's work for DRPT has included:

- Development of State and Local/Regional Coordination Plans (to meet SAFETEA-LU requirements) throughout the Commonwealth, including technical assistance and follow-up planning for each region;
- Both current and completed TDPs throughout the Commonwealth;
- Statewide Intercity Bus Plan (on-going);
- Prepared the Virginia transit needs assessment and six-year plan and program for the small urban, rural, and intercity transit operations in the state; and
- Assisted in the assessment of Title VI compliance for Section 5311, Section 5310, Section 5316, and Section 5317 recipients as well as the MPOs. This assistance has included developing template Title VI policies and training for grantees.

Maryland work which parallels KFH's work for DRPT has included:

- Review of the State's Medicaid Transportation Program, including state and local program implementation, and coordination with state and local transit programs;
- Complete inventory of state programs for human service transportation, including requirements, client characteristics, funding, grantees, and service types;
- Review of the Maryland S.5310 Program aimed at improving the administrative process particularly data and record keeping;
- Development of Maryland Job Access and Reverse Commute 2000 to assist MTA in grant applications to FTA under the Jobs Access and Reverse Commute program;
- Assistance with American with Disabilities Act (ADA) and capital funding allocations; and
- Triennial reviews of small urban transit systems.

In Ohio, KFH conducted local transit plans and a statewide intercity bus needs assessment as part of a statewide task order contract. In North Carolina, KFH performs local transit development plans and management performance reviews under the North Carolina DOT's statewide contract. Although the firm is known for its experience in preparing transit plans for rural and small urban transit systems, KFH also has extensive experience in the development of plans for transit development in suburban growth areas, or areas making the transition from rural to suburban.

Team member KAI is a national leader in transit performance measure research and applications through its work in developing a transit quality of service framework associated with the national Transit Capacity and Quality of Service Manual (TCQSM). KAI has applied this quality of service framework in many systems of all sizes and locations, and has developed enhanced procedures and tools in the Florida Transit Level of Service Indicator software package (TLOS). TLOS is a very useful tool for assessing the transit availability to surrounding areas associated with alternate transit corridors and stop and station locations. Representative KAI assignments dealing with transit operations planning and analysis include the following:

- **TCRP G-6: Guidebook for Developing a Transit Performance Measurement System** – KAI conducted research into developing an overall program for applying operator, vehicle, and passenger-based transit performance measures.
- **Florida Statewide Transit Quality of Service Assessment** – KAI completed an Agency Reporting Guide to be used by all MPOs in Florida to conduct a transit quality of service assessment of urban area transit systems using the six transit service measures in the TCQSM.
- **Florida Transit Level of Service Indicator Project** – KAI led the development of a comprehensive measure of transit availability for the Florida DOT that incorporates how long, how often, and where transit service is provided; walkable routes to transit and the quality of those routes; and relative population and job densities.
- **Multimodal Corridor Level of Service Research** – KAI recently completed a methodology to assess transit level of service along arterial streets in urban areas, integrated into an overall multimodal corridor level of service assessment procedure.

1.1.8 Project Evaluation

The KFH team has been providing assistance to DRPT in the areas of public transportation asset management, capital planning guidelines, and service design guidelines, each of which are central to DRPT's project evaluation responsibilities. The KFH team has a wide range of experience in project and program evaluation. The team has been heavily involved in cost-effectiveness measures at the state, national, and local level. Given the variation in transit services across the State of Virginia, the assessment of transit services or programs will likely be in the context of the location or type of service. It may be useful to DRPT to establish a tiered system of program evaluation such as: Large and Mid-Sized Urban; Small Urban and Rural; and TDM.

The extensive experience of the KFH team in evaluating programs and projects at the Federal, state, and local level will provide DRPT with insight into the challenges of measuring program effectiveness. The KFH team has been involved in numerous other efforts ranging from statewide measures of effectiveness to supporting Federal reviews of proposed new projects. The KFH team has a very wide range of useful project and program evaluation tools. Corridor alternatives and evaluation models have been developed for California and for Arizona DOT as part of the Arizona DOT long-range plan. CS also has nationally adopted and useful models for project and program evaluation, including the Surface Transportation Efficiency Analysis Model (STEAM) for traditional transit and highway investments and ITS Deployment Analysis System (IDAS) for the ITS-related transit and highway investments. KAI also has conducted numerous transit corridor studies, focusing on the development and evaluation of alternatives and environmental assessment. The firm also has conducted hundreds of transit and traffic studies, including assessments of transit-oriented

development patterns around transit stations. Through its work on Transit Development Plans, KAI also has developed expertise in transit market and needs assessment.

A select sample of projects provides some insight into the breadth of the team’s experience:

- ***Evaluation of the Georgia Rural Public Transportation Program (Section 5311)*** – KFH performed a comprehensive review, evaluation, and revision of Georgia’s Section 5311 program for the Office of Intermodal Programs at Georgia DOT. This study included a number of tasks: development of a strategic plan with new program goals; assessment of the state program implementation; assessment of local implementation; a review of potential model programs in four other states; development of new program policies; development of new program documentation; and training. It also included a task addressing state coordination efforts, and indeed much of the Section 5311 program analysis dealt with coordination issues.
- ***FTA New Starts*** – CS has assisted the FTA in two key functions of reviewing New Starts applications. CS is providing all necessary resources to conduct financial oversight of New Starts projects. CS is working with the FTA on continued ways to improve the process of financial oversight, as well as overall reviews of applications. CS also has continued to perform assessments of land use associated with New Starts applications. CS prepares assessments that are utilized by the FTA in its evaluations and in its annual reports to Congress on New Starts. Land use assessments include information on the consistency between the proposed transit investment and supportive land use policies.
- ***Caltrans Model Corridor Management Plan*** – For the California DOT (Caltrans), CS is part of a team providing on-call services to develop a Model Corridor Management Plan, with a standard corridor planning template for use by Caltrans for the implementation of system management strategies. Tasks include corridor selection; assessment of stakeholder needs; review of the state of the practice and gaps in corridor planning and management; data collection procedures; performance measurement and traffic simulation modeling; data collection; performance assessment; and application of traffic simulation models using the identified corridor improvement strategies and management plan.
- ***Development of Standard Operating Procedures for the Division of Statewide Planning*** – KFH developed Standard Operating Procedures for MTA’s Division of Statewide Planning. This division administered statewide programs for local transit, including FTA Sections 5307, 5309, 5310, and 5311, as well as a number of state-specific transit funding programs. As part of this project we assisted the Division in streamlining and improving work processes, including all aspects of subrecipient grants administration, subrecipient monitoring, performance evaluation, coordination, planning, training and technical assistance, public outreach and community relations, and special projects. The major deliverable for this project was a manual for use by division staff. This project builds on previous projects conducted by KFH for the Division of Statewide Planning to develop a manual for local transit systems and to redesign the state’s subrecipient application package for Sections 5307, 5309, 5311, and state public transit programs.

1.1.9 Safety and Security

The KFH team has strong credentials in safety and security across all modes and for transit systems of all sizes. Kensington Consulting is a significant contributor to Federal, State and local agencies in the fields of transportation system safety, system security, and emergency preparedness. Our team’s approach to the work is a combination of full cooperation and collaboration with the transit systems

and other stakeholders, and consideration of each system’s unique operating environment and needs. The focus will be to provide guidance and evaluation to systems in the following areas:

- Safety & security assessments, including audits, reviews, and statutory inspections, and accident/incident investigation reviews.
- Safety and security training, including industrial safety, system safety and security per FTA requirements, hazard management, safety and security certification, accident/incident investigation training, and tabletop/full field emergency preparedness exercises.
- Training assistance will include gap analysis, development of training programs in identified areas, review of training programs and training quality assurance.

The KFH team has expertise in providing technologically current, accurate, understandable, and useful guidance in safety and security and training, and recommendations for improvement in administering a full safety and security management program to address the intricacies and demands of transit system departmental and system-wide hazards. Our firm uses a hands-on methodology, ensuring that staff is on-site as much as is needed and provides follow-up assistance to our clients after products are delivered.

The KFH team will begin work by addressing transit system needs, especially in addressing system problem areas, federal, state, and local requirements and other safety and security needs identified by the systems. One of the most troubling problems in the transit industry is that the model for the FTA’s rail safety (soon to be required for bus systems through MAP-21) program, the MIL STD 882 (b) through (e) is not as easily transferable to transit as has been thought. It is not that the model is not good; rather, it is that military hazards do not translate directly to public transportation hazards. The military has far more security and control over its operations that does an open, publicly accessible transit system.

In particular, team member Kensington’s transit system safety and security expertise includes extensive work assisting Virginia rail and transit agencies and also includes wide national and Virginia experience with:

- APTA system safety audits and evaluations of heavy rail (subway) systems and/or other transportation modes;
- APTA System Safety Program planning and auditing direct experience and specific knowledge;
- Review or assistance in developing over 50 System Safety Program Plans (SSPP) and System Security Plans (SSP) from various transit agencies in the United States and elsewhere;
- Work with many diverse agencies in system safety planning and development of system safety and security programs, including contracted commuter rail, directly operated commuter rail, automated guideway systems, light rail, subway, and bus;
- Direct Configuration Management and Safety Certification experience; and
- Direct experience with Federal Agencies regarding oversight and regulation, including the FTA, Federal Railroad Administration (FRA), Inspector General’s Office, and the Transportation Security Administration (TSA).

Some of the KFH team’s specific project experience of direct relevance to DRPT includes:

- **VRE System Safety and Security** – The Virginia Railway Express (VRE) provides commuter service in the Washington, D.C. area suburbs of Northern Virginia and is an FRA-regulated commuter railroad. Team member Kensington’s system safety and security work with VRE is expressly related to DRPT’s needs in overseeing rail in the State of Virginia. Elisa Nichols has worked for the system since 1999, providing a wide range of services, including tabletop and field emergency exercise drills, system safety and security plans, emergency operations plans, system safety and security training, system safety and security auditing, FRA and FTA compliance, safety and security grant applications, and safety and security certification of new railcar purchases, among other projects.
- **VDOT Region 2 – Virginia Strategic Highway Safety Plan** – For VDOT, CS, as part of a team, is updating the Virginia Strategic Highway Safety Plan (SHSP). Associated tasks include informing and reinvigorating the Surface Transportation Safety Executive Committee; forming a new SHSP Steering Committee; conducting data analysis; and reviewing and selecting emphasis areas, goals, objectives, and performance measures. CS also will help create the emphasis area teams that will develop the proposed strategies and detailed action plans for the Plan, and facilitate obtaining support from the transportation safety community and the general public. Once the update is complete, CS will prepare a detailed implementation plan outlining the steps necessary to move the plan forward.

1.1.10 Short-Range Plan and Program Development

The KFH team has unparalleled successful experience in assisting states with Transit Development Plans (TDPs) and Transportation Demand Management (TDM) Plans. This section includes some examples of project team experiences. There is a wide range of recent successful planning efforts in which one or more of the team members have been involved.

KFH has completed numerous TDPs and feasibility studies in the State of Virginia within the last few years, including plans for City of Radford, City of Harrisonburg; City of Winchester, Graham Transit, Town of Chincoteague, Lake Country Area, Mountain Empire Older Citizens, and Greene County. KFH has just begun new/updated TDPs for City of Radford, District III, City of Altavista, City of Suffolk, and STAR Transit. In addition to TDPs in Virginia, KFH Group staff has also completed TDPs and similar local transit planning projects in Maryland, Idaho, Michigan, North Carolina, Ohio, Texas, and Vermont.

A TDP is a planning process that should be undertaken on a periodic basis by every transit system. The TDP planning process builds on or formulates the county’s or region’s goals and objectives for transit, reviews and assesses current transit services, identifies unmet transit needs, and develops an appropriate course of action to address the objectives in the short-range future, typically a six-year horizon. A completed TDP serves as a guide for the local transit system, providing a roadmap for implementing service and/or organizational changes, improvements, and/or potential expansion during the six-year period. DRPT uses the TDPs as a basis for reviewing the local Annual Transportation Plans (ATPs) that serve as their Annual Grant Application for transit funding.

The TDP process recognizes that changes in the policy climate can affect the types of analysis performed and the range of alternatives developed for consideration. The economic downturn of recent years has affected the ability of the state to fund transit expansion. This has led to an emphasis on transit system performance measures, seeking improvements in efficiency. Alternatives developed in this climate would need to include options that reduce costs while

maintaining or increasing ridership. At the same time, much of Virginia continues to feel the effects of population growth and development, resulting in a need to continue to address expanded transit needs.

An important focus that will ensure regional support and understanding is the education of local elected officials (county commissioners/councils). DRPT requires the adoption of each TDP by the local jurisdiction, yet often their first introduction to the TDP is through the presentation of the final product. By meeting with the officials early in the process, a number of issues can be addressed:

- The need for local buy-in at the local policy level throughout the study,
- The need to meet constituent issues, and
- The need to consider local budgetary opportunities and limitations.

Public outreach and involvement during the planning process is another recent focus in developing TDPs. Public participation is essential to creating and changing successful transit services that have strong community support. Beyond the minimum FTA/DRPT requirements for public notice and opportunity for comment (specifically for fare increases, service reductions, and preparation of the annual grant application to DRPT), a dynamic approach to public involvement can result in creative ideas for problem-solving, build community understanding and support for difficult choices (such as fare increases and service reductions), increase public awareness of transit in a positive manner, and build community support for using public tax dollars to fund transit.

A select sample project that provides some insight into the breadth of the team's experience follows:

- **City of Radford/Radford University Transit Service Plan** –KFH conducted a transit plan in an area with no public transportation to determine the feasibility of public transportation in Radford, and if found feasible, to develop a transit service plan for the City of Radford and Radford University. The purpose of the plan was to address the needs of the City of Radford and Radford University, while maximizing efficiency for the ultimate provider of transit services. The Transit Service Plan for the City of Radford and Radford University informed local decision makers on the level of demand for service, design of potential routes, and service cost for consideration in applying for DRPT funds.

The project examined existing and future land use patterns, population and employment densities, and trip generators/destinations that typically support transit services. The assessment of transit needs included both a survey of City residents and University students. This City of Radford/Radford University Transit Service Plan detailed potential alternatives for transit services, and discussed options for funding transit services. Organizational and service recommendations were developed for the provision of transit services within the City of Radford, Radford University, and to other areas in the region. The report concluded with a conceptual plan that provided local decision-makers with the information needed for developing an application to DRPT for funds. In January 2010, the Radford City Council unanimously approved the KFH plan.

In the area of congestion management systems, the KFH team also is a leader in the research and application of TDM and transportation control measures (TCM) strategies to assist cities, regions, and states in managing congestion on their transportation systems. We have developed and applied a variety of TDM/TCM toolboxes for congestion management systems, corridor studies, and long-

range transportation planning and have tailored these toolboxes to meet the specific needs and requirements of agencies across the United States. In all of these cases, whether it was for the Atlanta (Georgia), Kansas City (Missouri), Madison (Wisconsin), or Los Angeles (California) regions, we developed TDM and TCM strategies that could be evaluated with existing tools and potentially new tools, could be supported by available data, that could reduce both the environmental (emissions) and transportation (mode shift and congestion relief) impacts, and that could be supported both institutionally and politically. We also have worked with the U.S. Environmental Protection Agency (EPA) to develop analytical TDM evaluation tools that can be used by agencies such as DRPT to test the potential effectiveness of TDM/TCM/Transit strategies for a variety of local, regional, and state applications for both voluntary and mandatory programs.

1.1.11 Training

DRPT may require training in conjunction with enhancements to its functions or training on a specific topic as a stand-alone task. The KFH team can meet the needs for training on all topics, and includes staff skilled in the development of training materials and conducting training sessions for transit agency staff, public officials, and stakeholders. Where needed, the team will deliver training as part of a specific assignment or will provide training on topics as desired by DRPT.

The KFH team provides extensive training on almost all topics of interest to DRPT. Through federal or state programs such as the Rural Technical Assistance Program (RTAP), Multi-State Technical Assistance Program (MTAP), and FTA-funded technical assistance programs, KFH has staffed hotlines, developed newsletters, managed conferences, administered lending libraries of training and other materials, and provided direct short-term assistance on particular issues such as service evaluation, fare policy, and needs analysis. Since 2001 we have supported the MTA in administering its state RTAP program in collaboration with the Transportation Association of Maryland (TAM), publishing a quarterly newsletter and planning, developing, and conducting training workshops.

KFH offers extensive experience providing hands-on assistance to rural and small urban public and specialized transportation providers. We have helped numerous coordinated transportation programs and new-start transit systems take off, from developing policies and procedures, training staff in operations, procuring scheduling and dispatching software, developing detailed routes and schedules, recommending bus stop locations and improvements, developing budgets and implementation plans, developing printer-ready customer information and marketing materials, and other critical needs for a successful transportation provider.

The KFH team has a wealth of training experiences and applications. KFH has provided training on FTA compliance issues, operations and mobility management. CS provides training courses through the National Transit Institute. KAI is teaching short courses on topics such as Highway Capacity and Roundabout Design for state, local, and consulting agencies. Selected experience includes:

- **Title VI Assistance - DRPT** – KFH recently worked for DRPT to ensure their local public transportation, local transit planning, and capital subrecipients are in compliance with Title VI of the Civil Rights Act of 1964. KFH developed a model Title VI policy and program for Sections 5311/5310/5316/5317 subrecipients, where training was provided to local subrecipients at two statewide workshops.

- **Transit Planning Services – North Carolina Public Transportation Division** – KFH, under contract to the NCDOT-PTD to provide transit planning services on a task order basis, conducted compliance reviews for all of the State’s Section 5311 grantees. KFH developed a Compliance, Capacity, and Proficiency Review workbook, including a section on DBE under procurement, to guide and collect information for these reviews. KFH trained three other subcontractor teams and the NDCOT-PTD staff in performing the compliance review procedures, including conducting a desk review and reviewing the workbook, conducting the on-site visit, developing corrective action plans, and writing final reports and compiling final documents.
- **National Paratransit Dispatching and Scheduling Course** – KFH developed and conducted the National certification training for paratransit dispatchers. This three day course was used to certify dispatchers. It has been conducted in California, Minnesota, Texas, and North Carolina. Those dispatchers taking the course and passing the Certification Exam Become Certified Professional Dispatchers.
- **Development and Implementation of a Training Program for Private Transportation Operators to Engage in the Planning Process** – KFH, in partnership with J.M. Rubino Transit Consulting, developed a training for TLPA and FTA to help equip private operators with the knowledge, skills, and abilities to more fully participate in these planning processes, understand the benefits of getting involved, and ultimately identify opportunities to tap into additional revenue opportunities and expand services. Eleven *Planning Ahead: Enhanced Contracting Opportunities By Participating in the Transportation Planning Process* seminars were held across the country between September 2008 and October 2009. These seminars were a component of a technical assistance effort funded through a cooperative agreement between TLPA and FTA to assist private for-hire vehicle operators in understanding and becoming involved in their local Metropolitan Planning Organization (MPO) and statewide planning processes and the opportunities for business that may follow. Based on this experience TLPA and the Virginia Department of Rail and Public Transportation (DRPT) contracted with KFH and J.M. Rubino Transit Consulting to modify the national training program and tailor it for a Virginia-specific event, specifically relevant for private transportation operators and transportation planners in Virginia.
- **FTA NTI Safety Conscious Planning Training Course** – For the National Transit Institute (NTI), CS’s developed a training course on Safety Conscious Planning sponsored by the FTA and FHWA. The objective of the course was to integrate safety as a key planning factor and a performance measure in all transportation plans and programs. The course is geared to providing practitioners the tools and awareness to integrate safety into technical and institutional facets of the traditional transportation planning process. Course modules include: Motivation for undertaking SCP; opportunities for planners to improve safety; creating partnerships and collaboration; establishing a vision, goals, and objectives; performance measures for monitoring safety progress; analytic methods and data for safety planning; type of safety improvement strategies; and evaluations and tradeoffs in project selection and prioritization. CS developed all course materials and provided instruction of the course throughout the United States.
- **System Safety and Security Training** – Elisa Nichols of Kensington develops and teaches System Safety and Security Courses for the Transportation Safety Institute, a FTA-sponsored program designed to assist transit systems with meeting safety and security requirements; and the National Transit Institute, an FTA-sponsored education program based at Rutgers University, New Brunswick, New Jersey.

1.1.12 Technology/ITS

The KFH team has outstanding credentials in ITS and in technology products and services. CS recently assisted DRPT with an IT assessment to provide information to assist DRPT in improving IT efficiency and effectiveness as it impacts upon DRPT and its customers. CS provides DRPT and other clients with simulation modeling services which allow detailed evaluations of operations and capital conditions in corridors. CS has been assisting DRPT and the other Virginia agencies with simulations for the Dulles and Tysons areas.

KAI has been developing signal timing plans for signal systems throughout the United States since the firm's inception in 1985. KAI has retimed over 1,000 traffic signals for local and state agencies across the nation. Many of these projects have been oriented towards transit priority.

KAI's approach to signal timing is to consider both the corridor needs as well as user perceptions of what is "good" or "satisfying" signal timing. While making use of many of the latest analytical tools available to the profession—including Synchro 7 and other computer software package such as Transyt-7F, and PASSER-II—KAI believes that at least part of the process is art, not science. To that end, KAI takes each timing plan generated by the computer model and evaluate key measures of driver satisfaction, such as number of stops, vehicle progression, side-street delay, and platoon truncation, which are more perceivable to the driver than traditional measures such as total delay.

KAI has been involved in Advanced Traffic Management and Advanced Public Transportation Systems planning, design, and implementation projects for over 10 years. Additionally, they have been active in the industry through participation in development of standards, such as the TCIP working group. The following sections summarize areas of ITS that could support the needs of the DRPT and how KAI's experience can help:

- ***Innovative Data Collection*** - KAI has recently used Media Access Control (MAC) address reader technology to collect arterial travel time and origin-destination information on several ITS and corridor study projects in Colorado, Oregon, and Montana. They compared the viability of this technology with various vendors and participated have completed dozens of performance monitoring projects. This technology has proven to be a cost-effective source of before and after information for ITS projects such as transit signal priority.
- ***Transit Signal Priority*** - The critical skill needed to achieve the goals of reducing bus travel time and increasing overall transit quality of service comes primarily from an understanding of when, where, and (most importantly) how you can achieve reduced bus travel time through signalized intersections. Understanding how you achieve the goal comes from experience in developing, implementing, assessing, and adjusting traffic signal timing for transit vehicles. KAI has that extensive experience ranging from Alaska to Florida and including the Washington DC Metropolitan Area.

CS has broad successful experience with ITS across the nation. CS has assisted the FHWA in the development of mobility monitoring measures, derived from ITS real-time and archived data, which could be readily applied by states, regions, and localities. Another selected ITS project of potential highest interest to DRPT includes:

- ***New York MTA Software Development, Hosting, and Maintenance Services for a Bus Customer Information System*** - CS is leading the development of software for the New York Metropolitan

Transportation Authority (MTA) Bus Time™, a real-time bus customer information system for New York City. MTA Bus Time will enable bus riders to use smartphones, text messaging, or their web browser to learn how far the next bus is from their stop, saving them time and making bus travel easier. Users also can scan Quick Response (QR) codes on bus stop signs to learn instantly when the next bus will arrive. MTA Bus Time launched in Staten Island in January 2012, covering all local and express bus routes, and is currently expanding to the rest of New York City, covering 6,000 buses and serving 2.5 million riders. The MTA Bus Time platform will have Application Programming Interfaces (API) that will enable third-party developers to build their own apps using real-time bus data. MTA Bus Time is based on the OneBusAway open source software project, created at the University of Washington.

- ***VDOT System Operations/Traffic Engineering On-Call Services*** – For VDOT, CS, as part of a team, developed an Operations/Intelligent Transportation Systems (ITS) long-range strategic framework and plan for improving statewide transportation mobility and safety, in support of VDOT’s System Operations. Specifically, CS developed a narrative that conducts a tradeoff of traffic analysis and modeling tools in relation to the decision-making requirements resulting in the identification of an optimal, recommended tool for use at the DOT’s regional levels.

KAI also has extensive knowledge of alternate transit technologies, through its recent research work in developing the TCQSM, including:

- ***Development of a new North American TCQSM*** - which presents concepts and applications related to bus transit capacity, rail transit capacity, terminal capacity, and quality of service.
- ***City of Portland Bus Signal Priority Implementation Project*** – KAI conducted a three-part project to design, test, and implement transit signal priority at 250 traffic signals along seven transit routes in the City of Portland.

1.2 Task Order Response and Management

1.2.1 Task and Delivery Order Contract Experience

The essential elements of a successful task order project are the willingness of the contractor to be responsive to the needs of the client, combined with the ability to manage the effort in an efficient and cost-effective manner. This involves responsiveness to the DRPT's requests for service, provision of a proposed work plan to the MTA within the time specified in the Request for Proposals (RFP), on-going regular communication regarding the progress of the effort, and flexibility in dealing with changes and new developments to meet the needs of the DRPT. The team assembled by the KFH Group is experienced in working on exactly this kind of project, and the team structure proposed is designed to provide the necessary skills, responsiveness, effectiveness, and cost-efficiency. We urge DRPT to contact our previous state DOT clients to verify our dedication and responsiveness.

In order to maintain an adequate amount of control over the project, we propose that there be a single point of contact between the DPRT and the KFH team. That point of contact is the KFH's designated Project Manager, Sue Knapp. Upon the receipt of a verbal or written request from the DPRT, the Project Manager will work with the appropriate Task Leader to see that a proposed work plan is prepared and submitted to DRPT within a five-day period. The assignment of staff as Team Leaders will be based on the experience of the individual Task Leaders and the firms that they represent -- however, we understand that the DRPT may wish to designate particular team members to respond to particular task orders or elements, and we will be responsive to the needs of the client, while providing the service within the time frames desired.

As a result of our team's extensive corporate experience with this type of contract, proven management procedures for the conduct of indefinite delivery/indefinite quantity contracts are in place and will be used to provide the administrative and cost control functions required for this contract. The team's management oversight functions will be organized as shown in Figure 2.1, in Section 2.0 of this proposal, and will include the extensive use of electronic reporting for making a variety of contract and delivery order information available to DRPT.

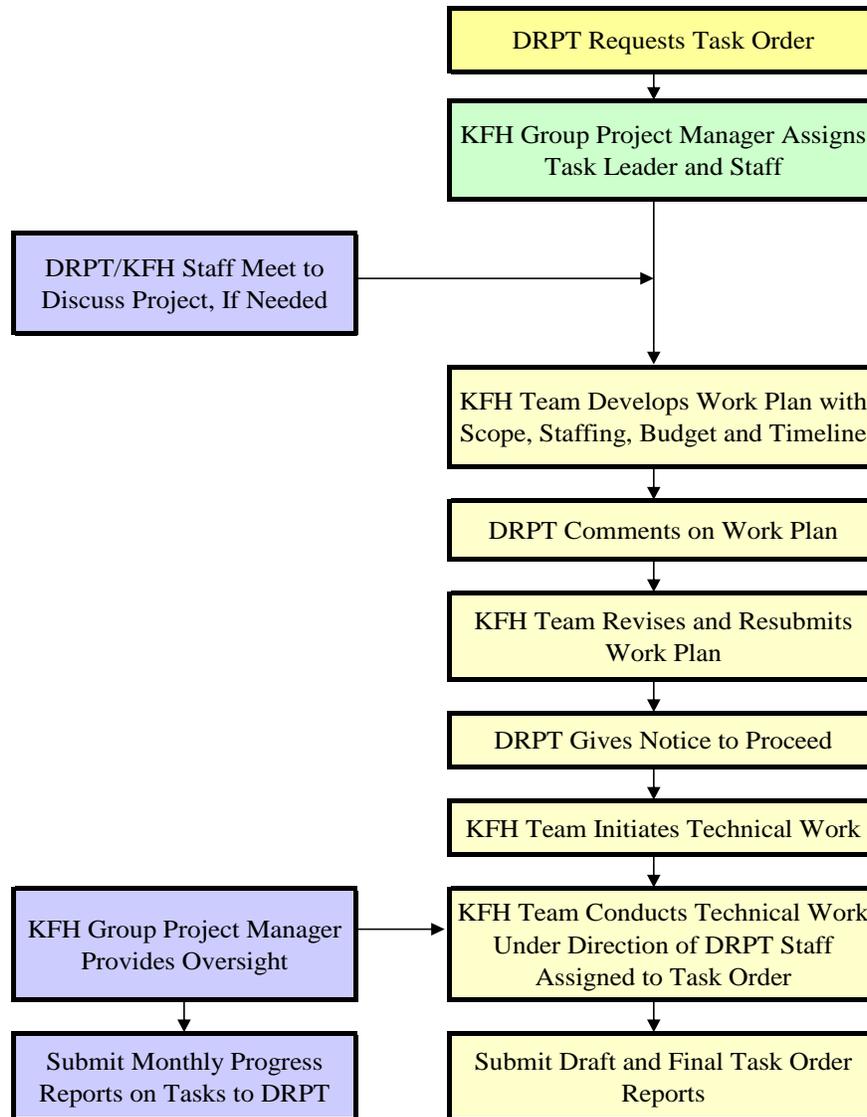
The transit planning firms on the team have substantial experience working together, and have comparable skills and experience as well as special areas of expertise in public transportation and congestion management planning, and the KFH team offers DRPT the opportunity to use this experience as needed to achieve its planning goals. The KFH Group team staff have all worked together as joint members of project teams in an effective team effort, which means that individual task orders may involve staff from more than one team member as needed.

1.2.2 Staffing of Task Orders

The proposed approach to responding to task order requests is summarized in Figure 1.1. Upon issuance of a task order, an initial review of the task order will be performed by the project management. Afterward, a meeting or a telephone conference call with the designated DRPT task order manager will be initiated. The purposes of this meeting are to ensure that KFH fully understands: DRPT's needs and priorities in undertaking this work; important milestone deadlines which must be met; special communication requirements of the target DRPT customers and

stakeholders for this work; and the important technical or institutional issues associated with the particular work being requested.

Figure 1.1 Response to Task Order Proposal Request



After completion of this initial discussion, responsibility will be assigned to a lead individual within either KFH or one of our team members for preparation of a preliminary work plan. In addition, a principal or senior-level KFH manager will participate in each delivery order, with responsibility for ensuring the delivery of high-quality products on time and within budget. After development and agreement of an overall approach, a full work plan will be completed and submitted to the designated DRPT task manager for review and approval.

Figure 1.1 presents the task order management process that is described below. In all cases, the Project Manager working with the Task Leaders, has the lead responsibility in preparing responses to requests for services. Each response will be in the form of a proposed work plan consisting of a scope of services, a person-hour estimate, appropriate staffing assignments, a cost estimate, and a

schedule for completion of the work. The work plan will be submitted to DRPT for approval. Upon review and approval of the work plan, it will be the responsibility of the Project Manager to see that adequate resources are assigned to the work effort to ensure its completion within the agreed upon schedule.

The KFH team anticipates that the DRPT may also make requests for services that are not specifically covered by the twelve general areas listed in the RFP. In these cases, the Project Manager will work with the DRPT to determine which members of the KFH team are most appropriate to respond to the request. The broad range of knowledge and transit planning experience found on the KFH team will enable it to respond to such requests in a timely manner. The transit planning background of the proposed Project Manager, her experience working with other states under existing task order contracts, and her understanding of the capabilities of the various team members will help to ensure the responsiveness of each project effort.

Once a project begins, the Task Leaders are responsible for day-to-day technical contact and liaison with designated technical staff of the DRPT. The Task Leaders are also responsible for ensuring that the work is conducted according to the scope of services and that all deliverables are completed in accordance with the specified project schedule. This includes the Task Leaders who are members of the KFH staff as well as situations in which the Task Leader represents one of the other team members. Such direct contact expedites the conduct of the work and ensures that the appropriate technical expertise is applied to the effort in a timely and cost-effective manner.

Ongoing project management and administrative responsibilities rest with the Project Manager. This includes liaison with the MTA Project Manager and involves the preparation of monthly progress reports, timely attention to any administrative matters, and working with the MTA to identify and respond to any problems that may arise during the conduct of the various work elements. Preparation of the monthly progress reports will involve a report from the Task Leaders to the KFH Project Manager, who will then prepare the monthly progress reports. As in the current and previous contracts, these will include project status, work performed, resources expended, projected activities, and documentation of any problems or difficulties encountered.

1.2.3 Staff Resources and Subcontracting

KFH and its teaming partners have sufficient available staff resources to accommodate the anticipated amount of work to be issued under this contract. Section 2.1.3 discusses our subcontracting plan which provides for added breadth and depth of staff coverage.

KFH is sensitive to the quality, delay, and cost problems caused by turnover of staff participating in the work of a delivery order. If it is known that a person will not be able to honor a staffing commitment throughout the necessary period of performance, that person will not be assigned to a delivery order staffing plan. Historically, KFH has had a personnel turnover rate that is lower than is typical for comparable consulting firms. This is achieved by offering a competitive compensation plan, a comprehensive benefits package, and a high-quality work environment.

KFH uses a continual feedback process to assess a person's technical and management performance, and to both monitor and refine an agreed upon career development program. Training is provided through personal supervision, formal training courses, and participation in the activities of professional organizations to help achieve professional growth.

2.0 Experience and Qualifications

This section of our submittal presents a description of the qualifications and experience of KFH and our subconsultants. The section is organized into three main subsections, in accordance with the RFP: “Organizational Structure,” “Key Personnel,” and “References.”

The team assembled by KFH fully provides the experience and qualifications which DRPT is seeking, including successful experience related to: medium-large scale transit operators, small scale transit operators, and TDM agencies. Furthermore, the experience of key staff covers the full range of activities required by Federal, state, regional and local processes for public transportation and congestion management planning and projects. These activities include: project feasibility/identification and alternatives analysis, environmental analysis, public participation, marketing and research, financial planning and analysis, strategic planning/capital investment planning, operations planning and analysis, project evaluation, safety and security, short-range plan and program development, training, and technology/ITS.

2.1 Organizational Structure

The KFH team proposes to organize this contract around a senior management team and selected key staff from our subconsultants. This section of our proposal communicates the responsibilities and assignments proposed for the team. Figure 2.1 presents our organization chart. The transit planning firms on the team have substantial experience working together, and have comparable skills and experience as well as special areas of expertise in service planning; and the KFH team offers DRPT the opportunity to use this experience as needed to achieve its planning goals. Staff at KFH, Cambridge Systematics, Kittelson & Associates, McCormick Taylor, Kensington Consulting, Timmons Group, LDA Consulting, MCV Associates, Robert G. Stanley, Pulsar Advertising, and Southeastern Institute of Research have all worked together as joint members of project teams in an effective team effort, which means that individual task orders may involve staff from more than one firm as needed.

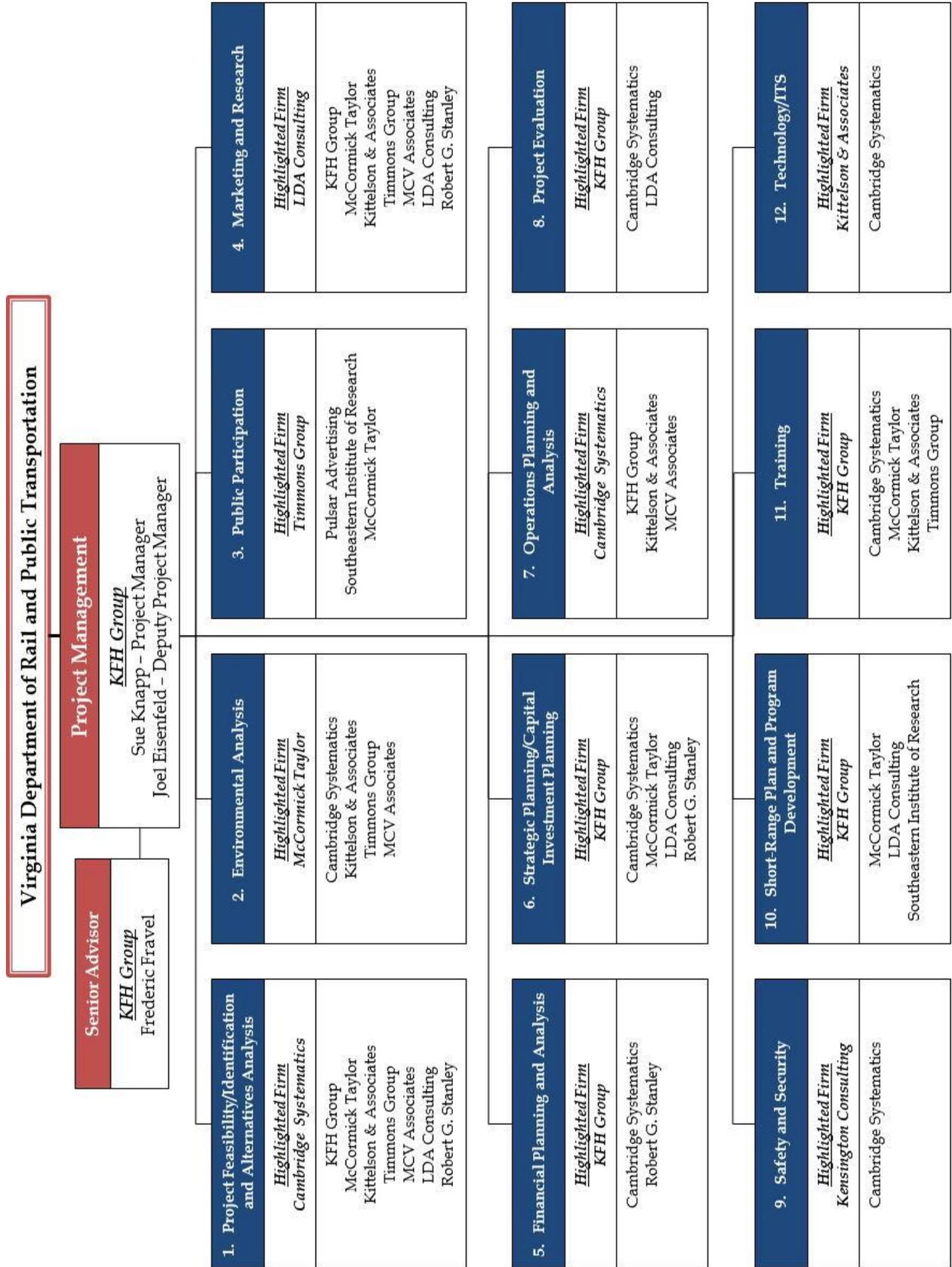
To better facilitate the conduct of this assignment, the KFH team has specifically identified key agencies that will have direct input and/or involvement in the activities to be conducted under each of the RFP’s defined task areas. Figure 2.1 displays these assignments and each firm highlighted as a potential lead by task area based on their expertise.

Summaries of the relevant experience of these firms and their key individuals follow this section.

2.1.1 Prime Contractor Capabilities

KFH Group, Inc. is an experienced firm of transportation professionals, dedicated to providing assistance to local, state, and federal organizations to improve public transportation services. We focus on transportation planning, management consulting, policy analysis, service evaluation and design, and operational support for transportation programs in communities of all sizes but with a focus on rural and small town environments.

Figure 2.1 Project Organizational Chart



Founded in 1995 with a primary goal of providing high-quality and responsive consulting assistance, the KFH Group built upon the extensive experience of the firm's three Principals and now includes 20 professionals plus support staff. In the last 17 years, we have successfully completed over 200 consulting engagements, recognizing that each project we undertake must be responsive to client agency issues and objectives and must combine detailed analytical study, reasoned thinking to provide alternative solutions, and well-documented findings and recommendations. And all this must be tempered with the realities of the financial and political environment of the project.

KFH Group's President, Sue F. Knapp, is the majority owner of the firm as well as a key decision-maker and an active participant in project studies. Fred Fravel and Ken Hosen are the firm's other two principals. Additional professional staff includes those with extensive consulting backgrounds, operational expertise at both public transit systems and nationwide private transportation contractors, and strong analytical and data management skills with a wide variety of computer and graphics applications.

KFH Corporate Approach

Our corporate approach is guided by well-defined objectives, providing a structure for each project we conduct. These objectives include:

- A high degree of direct involvement by the firm's Principals,
- A sincere commitment to the client and the client agency's objectives for the project,
- A desire to listen to the client agency and work with the agency's staff to meet the specific needs of the organization -- what will make the project a successful one?
- A recognition of the political and financial environment of the project – we want to provide vision where it is needed, but realistic solutions to the specific issues and problems,
- A focus on *implementable* solutions -- working with the client to develop recommendations that can be implemented to meet local needs, and
- A coordinated project management style, so that each project includes input and involvement from more than one of the Principals, providing continuity and support to each project.

KFH Group Expertise

Our expertise is multi-faceted and multi-modal, focusing broadly on public transportation though specialized in specific disciplines, including planning, management consulting, policy analysis, service evaluation and design, and operational support. We have worked with transportation services of all types, from large urban bus systems in metropolitan regions, to suburban transit programs grappling with lower density land use issues and abundant parking, to paratransit programs serving the general public or specialized groups such as individuals with disabilities, as well as the very small one- or two-van human service transportation program. We have worked on program level issues for a number of state departments of transportation, on national research projects, and on federal policy studies. The KFH Group has built its expertise through a wide range of studies. Relevant work includes the following:

- ***Multi-Year Statewide Task Order Contracts*** - The KFH Group has worked with nine state DOTs on multi-year task order contracts focusing primarily on community transportation programs, including rural public and human service transportation programs. These contracts have

included a wide variety of projects addressing human service transportation issues and coordination, rural public and coordinated transit, small urban transit, intercity and commuter bus, paratransit and suburban transportation programs. Current KFH task order contracts as prime and sub include projects in Virginia, Maryland, North Carolina and New York.

- **Transportation Development Plans** - For more than 100 urban, suburban, small urban and rural areas, we have completed TDPs or detailed transit service plans, which have included transit needs analysis, transit service potential, analysis of current services, performance assessment, ridership demand forecasting, development of alternatives, fare analysis, costing of alternatives, preparation of budget forecasts, capital and facility needs assessment and planning, organizational and institutional planning, and implementation plans. KFH Group staff members have conducted TDPs and transit planning studies throughout Virginia.
- **Compliance Reviews, Triennial Reviews, and Management Performance (MPR)** - The firm has conducted FTA Triennial reviews, MPRs and compliance reviews on rural, urban, and paratransit systems for various states. KFH Group has assisted states including Maryland, Georgia, and North Carolina in developing tools and methods to ensure compliance of their S.5311 and S.5307 subgrantees.
- **State Program Management** - KFH Group has provided extensive assistance to states as they develop statewide transit plans, program policies, and operating procedures. Recently, under Cambridge Systematics, KFH Group conducted a number of NCHRP 20-65 projects intended to assist state program managers as they manage their federal and state transit programs. KFH developed a Business Plan for the Texas Department of Transportation's Public Transportation Division that included an operational review of the division and ultimately an operational plan for change. We have been working with various states (Virginia, Maryland, Georgia) on state program management issues including preparation of grant management manuals for local systems and development of internal standard operating procedures (SOPs) for use by the state transit staff in managing their public transit programs.
- **Human Service Agency Transportation** - Our studies have included efforts at both the local and regional levels to coordinate services, develop agency transportation services into general public transit, and coordinate agency trips with services open to the general public. This has included ongoing support for Virginia's state level coordination effort, preparation of coordination plans for each region of Virginia, developing and conducting coordination seminars throughout the state, and more specific coordination tasks for the Rappahannock-Rapidan Regional Commission.
- **Statewide Grant Management, Planning, Policy, and Needs Assessment** - The KFH Group and Principals have conducted statewide studies for a number of states, focusing on community-level transportation, suburban and rural areas, intercity bus services, paratransit programs as well as statewide transit policy and funding. These have included studies in Maryland, Vermont, Ohio, Virginia, Michigan, New Jersey, Nebraska, Delaware, and Georgia. These projects have included assistance to state DOT staff in management of their FTA grant funds.
- **Intercity and Commuter Bus Planning and Policy Analysis** - KFH Group has a recognized expertise in the intercity bus industry through statewide studies, federal research projects, and assistance to private carriers. This work has included analysis of industry trends, regulatory issues and policy, linkages with rural public transportation, intermodal connectivity, accessibility, and facility and terminal assessment and improvement. In addition, KFH has

focused on privately-provided regional commuter services, assessing park and ride demand, estimating costs, and developing service plans.

- **Public Transportation Costing Studies, Fare Policy and Pricing Analysis** – Based on various cost and financial planning studies as well as through TDPs, KFH is well-versed in cost allocation formulas, fare and pricing sensitivity studies, and funding policy analysis.
- **Paratransit Planning and Performance Evaluation** – Through studies in major metropolitan regions, small urban cities, and rural areas, we have conducted needs analyses, demand forecasting, development of new service plans, costing, implementation planning, and organizational issues for general public and specialized paratransit programs.
- **Americans with Disabilities Act (ADA) Paratransit and Compliance** – For a range of client agencies KFH Group’s efforts have included training for fixed-route access, complementary paratransit services, ADA paratransit eligibility and certification, service coordination with human service transportation, and intercity and commuter bus accessibility.
- **Intelligent Transportation Systems Technology** – From studies ranging from development of specifications for computerized scheduling software and Mobile Data Terminals, software procurement, implementation of ITS strategies, and training for management and staff for urban and rural paratransit programs, KFH Group has developed a strong background in advanced technologies, particularly for rural and paratransit services.
- **Planning for Suburbanizing Areas** – In a number of studies, including Loudoun County, KFH has assisted transportation programs make the transition from rural to suburban, combining fixed-route, route-deviation, and demand-responsive services where appropriate to meet emerging needs.
- **College and Tourist Area Transit and Parking Plans** – For tourist communities such as Williamsburg, Virginia and college campus settings including a consortium of 12 colleges in the Baltimore area, we have developed comprehensive plans to develop and encourage transit, including parking pricing with shuttle service design.
- **Technical Assistance to Transit Operators** – Through Federal or state programs such as the Rural Technical Assistance Program (RTAP), Multi-State Technical Assistance Program (MTAP), and FTA-funded technical assistance programs, KFH Group has staffed hotlines, developed newsletters, managed conferences, administered lending libraries of training and other materials, and provided direct short-term assistance on particular issues such as fare policy or needs analysis. KFH Group assisted MTA with the management of the state’s RTAP program.
- **Training Seminars for Transit Managers, Operators, and Users** – We have prepared and presented training seminars on topics ranging from federal and state compliance training, dispatcher training, advanced technology for scheduling/dispatch, sensitivity training, user training to enable persons with disabilities to utilize fixed-route transit, service planning, and performance evaluation for state transit associations, the Community Transit Association of America (CTAA), and state departments of transportation, among others.

2.1.2 Subconsultants

The KFH team includes a carefully selected set of subconsultants to provide a depth of coverage in all of the contemplated service areas. KFH will serve as the prime contractor and will establish task order subcontracts to the other team members at the outset to permit us to quickly call on them to assist with delivery on DRPT tasks. Table 2.1 highlights the proposed contracting and work sharing

arrangements. The percentages represent estimates, but the actual percentages will depend on the specific task orders which are issued. Table 2.2 shows the task areas in which each team member has noteworthy capabilities.

Table 2.1 Contracting and Work Sharing Arrangements

KFH Group Team	Type of Arrangement	Percentage of Work
KFH Group, Inc.	Prime Consultant	40-55%
Cambridge Systematics, Inc.	Subconsultant	30-45%
McCormick Taylor, Inc.	Subconsultant	10-15%
Kensington Consulting LLC	Subconsultant	3-5%
Kittelson & Associates, Inc.	Subconsultant	5-10%
Timmons Group	Subconsultant	3-5%
LDA Consulting	Subconsultant	2-4%
MCV Associates, Inc.	Subconsultant	3-5%
Pulsar Advertising	Subconsultant	3-5%
Southeastern Institute of Research, Inc.	Subconsultant	7-10%
Robert G. Stanley	Subconsultant	1-3%

Table 2.2 Summary of Team Experience with Potential Services

Potential Services to be Provided	KFH Group, Inc.	Cambridge Systematics, Inc.	McCormick Taylor, Inc.	Kensington Consulting LLC	Kittelson & Associates, Inc.	Timmons Group	LDA Consulting	MCV Associates, Inc.	Pulsar Advertising	Southeastern Institute of Research, Inc.	Robert G. Stanley
1. Project Feasibility/Identification and Alternatives Analysis	✓	✓	✓		✓	✓	✓	✓			✓
2. Environmental Analysis	✓	✓	✓		✓	✓		✓			
3. Public Participation	✓	✓	✓		✓	✓	✓		✓		
4. Marketing and Research	✓	✓	✓		✓		✓		✓	✓	✓
5. Financial Planning and Analysis	✓	✓	✓		✓						✓
6. Strategic Planning/Capital Investment Planning	✓	✓	✓		✓		✓			✓	✓
7. Operations Planning and Analysis	✓	✓	✓		✓			✓			✓
8. Project Evaluation	✓	✓	✓		✓		✓	✓			✓
9. Safety and Security	✓	✓	✓	✓	✓				✓		
10. Short-Range Plan and Program Development	✓	✓	✓		✓		✓		✓	✓	
11. Training	✓	✓	✓	✓	✓	✓	✓		✓		✓
12. Technology/ITS	✓	✓	✓		✓		✓				✓

Cambridge Systematics, Inc.

As a key member of the KFH Team, CS will be involved in most of the task areas. CS is a leader in transit planning and project development with demonstrated expertise in ridership forecasting, New Starts project development, transit market research, strategic planning, and analysis of the economic and financial impacts of transit investments. CS staff help plan, evaluate, and implement transit services in a variety of settings, including conventional and high-speed rail, local and intercity bus, BRT, commuter rail, light-rail, high-occupancy vehicle facilities, new technologies, special activity centers, transit-oriented development, and special purpose services. CS has strong qualifications and experience in serving medium-large scale transit operators; small scale transit operators; and TDM agencies, among other entities.

- ***New Starts Project Planning and Development*** - CS has more than 25 years of experience in the development, implementation, and evaluation of transit and multimodal transportation systemwide and corridor strategies throughout the United States. Since 1997, the firm has been supporting the FTA New Starts program, including development of technical guidance on the measurement and reporting of New Starts criteria, transit-supportive land use assessments, and financial assessments and oversight. Additional support has included technical presentations, quality control of land use and financial assessment results, and preparation of summary and lessons learned reports. CS has helped to develop New Starts projects in operation in Boston and San Juan, and under construction in San Diego. CS was selected to develop New Starts strategies and documentation for efforts underway in St. Louis, Chicago, Ft. Lauderdale, Madison, and the Kenosha-Racine-Milwaukee corridor.
- ***State-of-the-Art Travel Demand Modeling*** - CS has been developing and applying travel demand forecasting models since the firm's formation in 1972. The firm pioneered many of the modeling practices in use today through research and innovative practice conducted to enhance travel models. CS continues to develop creative, practical solutions for travel demand models, such as the estimation and implementation of tour- and activity-based models and the integration of land use and travel models. In addition, we have developed software tools that facilitate the evaluation of transportation and land use alternatives and impacts. The firm's practice is built on the foundation of discrete choice model estimation and statistical analysis, thus ensuring reliable forecasts. CS staff contribute to the New Starts Advisory Working Group, a peer review panel developing travel forecasting guidelines for the FTA.
- ***Transit Market Research*** - CS has adapted and applied market research techniques to enhance service planning and improve ridership with existing resources. Market research methods perfected in the firm's work for Fortune 500 companies are used to define traveler's attitudes and preferences. Services then are identified to match market segments. The firm's application of market research to transit planning includes development of highly practical service planning tools that integrate market segmentation results with mode choice models. CS has applied market research techniques for projects in San Diego, San Mateo County, San Francisco, and Utah, and is developing a market research-based service planning tool for the Pace Suburban Bus Service in Illinois.
- ***Strategic Planning*** - CS has monitored and supported institutional changes for numerous public transportation agencies. The firm authored the TCRP report on New Paradigms for Local Public Transportation Organizations.
- ***Economic Benefits of Transit Investments*** - CS has pioneered economic impact analysis techniques for transit investment and helped support rational investment decisions, including

development of tools to link transit performance, multimodal benefits and costs, and economic productivity.

- **Financial Analysis** - CS has supported both transit agencies and the FTA in the analysis of financial feasibility, development of financial plans, and identification of new funding and financing alternatives for transit systems and projects. This work has included a focus on the unique funding needs of systems and regions, and the application of innovative financing techniques to solve local funding problems.

McCormick Taylor, Inc.

McCormick Taylor is anticipated to be a key subcontractor with involvement in many task areas, including: environmental analysis; project feasibility/identification and alternatives analysis; strategic planning/capital investment planning; short-range plan and program development; and training. McCormick Taylor is a consulting engineering firm specializing in civil design, planning, environmental studies, and communications for transportation development projects. The company's core client base includes public agencies such as state departments of transportation (DOTs), metropolitan planning organizations (MPOs), turnpike authorities, counties and municipalities. McCormick Taylor was established in 1946 as a consulting engineering practice, which focused on structural engineering. The company became widely respected for its design of subways, highways, bridges, rail lines, ports, office buildings, churches, schools, and hospitals. With the enactment of the National Environmental Policy Act of 1969, the firm shifted its focus in the 1970s toward transportation planning and design, and began employing a multi-disciplinary approach to projects. The result was that MT emerged in the 1980s as a full service consulting engineering and environmental planning firm focused on transportation projects.

McCormick Taylor has established itself as a leader in the full range of transportation related environmental planning and design services including environmental management, planning, documentation, agency coordination, permitting, wetland mitigation, stream restoration and fish passage design, noise studies, cultural resources evaluation, socioeconomic and landscape architectural services. McCormick Taylor's experienced group of environmental professionals are vastly skilled and highly knowledgeable at adhering to National Environmental Policy Act (NEPA) and producing environmental documents that facilitate defensible environmental decisions by state transportation agencies. For over 35 years, McCormick Taylor's environmental team has built their reputation through consistent performance in the completion of countless Environmental Impact Statements, Environmental Assessments and Categorical Exclusions, along with Section 4(f) and 6(f) Evaluations, Section 106 documentation, and numerous document reevaluations. McCormick Taylor's vast knowledge of the FHWA and FTA's NEPA regulations and documentation requirements is demonstrated through their work conducting NEPA training on behalf of FHWA's National Highway Institute (NHI) throughout the United States.

Specific to Virginia, McCormick Taylor is currently under contract with VDOT to complete a variety of technical studies for task orders under two active Environmental Document and Related Services contracts, both as a prime and a sub consultant. McCormick Taylor's environmental staff is also completing multiple environmental documents for projects across the Commonwealth on behalf of many local governments for VDOT. In addition to VDOT, McCormick Taylor has held on-call contracts conducting NEPA documentation for numerous state transportation agencies such as: the Virginia Railway Express, Maryland State Highway Administration, Maryland Transit Administration, Maryland Transportation Authority, Pennsylvania Department of Transportation,

Southeastern Pennsylvania Transportation Authority, New Jersey Transit and the Delaware Department of Transportation.

Kittelson & Associates, Inc.

KAI is envisioned to support the following activities as a subconsultant on the CS Team: performing transportation analyses for environmental impact studies; developing transit operations analyses; performing transit corridor studies, focusing on developing and evaluating alternatives and environmental assessments; assessing transit-oriented development patterns; analysis of transit market and needs assessments; evaluating bus and rail operations; performing simulation modeling and operations analyses; transit signal priority projects; designing, implementing, and testing communication systems and ITS devices.

KAI provides comprehensive transportation engineering, planning, transit, research, and education services to government and private organizations. Founded in 1985 in Portland, Oregon, KAI employs more than 125 people in its 10 offices located nationally and internationally. The firm recognizes that the goals of efficient, economical, and safe transportation depend on more effectively managing, operating, and enhancing transportation facilities. The firm provides a wide scope of services that span the many facets of transportation, including: transportation planning, traffic operations, traffic engineering design, research and education, transit planning, signal systems and intelligent transportation systems, and functional design.

Kensington Consulting LLC

Kensington will primarily support tasks that involve safety and security issues and/or training, as appropriate. Kensington is a significant contributor in the fields of transportation system safety, system security and emergency preparedness to Federal, state and local agencies. The firm was chartered in November 2004, and currently is serving clients across the United States and internationally. Kensington brings to this effort staff with experience in a wide range of system safety activities, including specialized expertise in transit system safety and security. Previous and current transit system safety and security clients have included: Metropolitan Atlanta Rapid Transit Authority (rail system); Mass Transit Administration of Maryland (Metrorail, light rail, commuter rail, transit bus and paratransit systems); Washington Metropolitan Area Transit Authority (DC Metrorail and Metrobus); Virginia Railway Express (commuter rail); and the Metropolitan Washington Council of Governments.

Timmons Group

TG will primarily support the public participation task and will potentially participate in other task areas depending on specific assignments. TG was founded in downtown Richmond in 1953 as a surveying and engineering company. TG is widely recognized as an expert in the fields of public participation and facilitation. TG benefits from employing transportation planners who specialize in the messaging and outreach efforts of planning and design projects. TG translates technical jargon and transportation issues in a way that lay audiences can actively participate as stakeholders. TG has experience facilitating project workgroups, interactive community meetings, social media engagement, and project materials intended for public distribution. The firm has written and spoken on issues related to community engagement at regional and national forums, including American Planning Association, Institute of Transportation Engineers, Transportation Research Board, and Congress for New Urbanism.

LDA Consulting

LDA is anticipated to be engaged in a variety of task areas involving the TDM subject matter, including: project feasibility, public participation, market research, and project evaluation. LDA is an independent consulting firm headquartered in Washington, D.C. and headed by Lori Diggins, among the top TDM consultants. For 11 years, the firm has offered consulting assistance to public and private sector clients in development and evaluation of transportation policies and programs, particularly in the area of TDM, transit, and air quality.

The firm has conducted major TDM program effectiveness studies for clients in Washington D.C., New Jersey, Atlanta, and Los Angeles, and analyzed impacts of transportation assistance services such as ridematching, transit and vanpool subsidies, bicycle-to-work promotions, employer telework programs, and other TDM services. The firm also offers services in market research, program development and analysis, stakeholder involvement, and public outreach. LDA staff have designed, managed, and conducted surveys, focus groups, and personal and telephone interviews and have used the results of market research studies to evaluate program effectiveness, plan new transit services, develop public outreach materials, design nonprofit organization services, and develop training and on-call assistance programs.

MCV Associates, Inc.

MCV is anticipated to be primarily involved in traffic and transit data collection activities when needed in association with task orders. MCV was established in 1990 and has offices in Alexandria, Virginia and Plano, Texas. MCV is minority owned and is certified as a DBE/MBE by the Commonwealth of Virginia. MCV offers extensive experience in the areas of traffic and transit data collection, traffic engineering, and transportation planning. CS most recently worked with MCV in the collection of data to support the Traffic Operations Analysis for Route 7 as part of the ongoing Dulles Corridor Rail Project design work.

Pulsar Advertising

Pulsar is anticipated to be involved in task assignments related to marketing and research. Pulsar has previously worked closely on congestion management-related tasks with team member SIR. Pulsar is a minority-owned enterprise and the nation's premier advertising agency specializing in transportation and transit marketing, branding, advertising and public relations. Pulsar has made a noteworthy impact in participating in the development of and communicating congestion management plans, improving transit ridership, and assisting with state and local agencies' brand development. Pulsar is a full-service agency providing clients with everything from research analysis and planning to nationally recognized creative executions to highly effective public relations strategies. Pulsar services cover the spectrum of marketing and communications activities, including: congestion mitigation communications; brand development; passenger information system development; fleet design; account planning; account management; creative services; in-house broadcast production; media buying and analysis; web site design and development; multicultural marketing; public relations and public outreach expertise; and graphics design.

Southeastern Institute of Research, Inc.

SIR is anticipated to be engaged in tasks involving market research, particularly related to TDM and congestion management programs. SIR is a custom design, full-service market research company

headquartered in Richmond, Virginia, serving clients for more than 40 years. During that time, the firm has conducted more than 13,000 research studies for Fortune 1,000 companies, national associations, and governmental entities. Through focus groups, in-depth one-on-one interviews, ethnography, and mail, telephone, and on-line surveys, the firm helps its clients determine market positions, identify and manage competitive threats, test new product and service concepts, and track the overall effectiveness of marketing programs.

Over the years, SIR has developed an expertise in conducting transportation-related market research studies. This includes work for departments of transportation, regional MPOs, transit agencies, TDM agencies, tolling authorities, airports, and multinational architecture and engineering firms.

SIR has been working with transportation/transit and TDM agencies in the Virginia vicinity for over 20 years, conducting studies related to a wide range of topics, including commuting patterns and motivations, congestion management programs (CMP), transit usage, TDM campaigns (car and vanpooling, transit, rail, telecommute, etc.), marketing evaluations, and variable-priced tolling programs, among many others. SIR has conducted hundreds of focus groups and employer outreach interviews on transportation-related issues, as well as over 20,000 quantitative commuter interviews all across the country.

Robert G. Stanley

RGS involvement is anticipated to be in the area of assisting with selected strategic planning, policy, and finance tasks for which he is uniquely qualified by virtue of his experience and expertise. Mr. Stanley is an independent consultant with over 30 years of experience in transportation, transit, and urban planning at the local, regional, state, and Federal levels. He served as a senior consultant on the I-95/I-395 Transit/TDM Study for the Virginia Department of Rail and Public Transportation. His areas of expertise include: strategic transit and transportation policy and planning; Federal programs, policy, and regulations; transit planning, research, and analysis; and transportation advocacy, organization, and intergovernmental relations.

Mr. Stanley has directed major research efforts through the TCRP and NCHRP on funding, financing, policy, and planning, including analyses of the use of flexible Federal funding in transit, state transit funding, and local transit funding. He also has led research efforts on future organizational models for transit agencies, critical factors in strengthening planning and programming linkages, and measures of benefit and performance. Mr. Stanley also directed major local and national outreach, coalition-building, and public education programs that have brought together widespread interests, organizations, and key individuals in support of initiatives to increase transit availability, use, and funding on the local and national levels.

Prior to commencing his independent consultancy, Mr. Stanley was a Principal with CS and served as Executive Director for Programs and Policy at the American Public Transportation Association.

2.1.3 Representative Project Qualifications

This section presents a summary of representative project qualifications for the KFH Team. The KFH team is fully experienced and qualified in all of the areas of interest that have been indicated by the Department of Rail and Public Transportation. In the subsections that follow, organized by firm, are summary descriptions of each of these projects.

KFH Group, Inc.

Virginia State Department of Rail and Public Transit – KFH Group is part of a team to provide technical assistance and conduct local planning studies for transit systems throughout the state. As a subcontractor to Cambridge Systematics, Inc., KFH Group is participating in the updates and development of Transit Development Plans and State and Local/Regional Coordination Plans (to meet SAFETEA-LU requirements) throughout the Commonwealth. Also under this subcontract, KFH Group recently prepared the Virginia transit needs assessment and six-year plan and program for the small urban, rural and intercity transit operations in the state. In addition to this work, KFH Group recently assisted the Virginia Department of Rail and Public Transportation (DRPT) in assessing Title VI compliance for Section 5311, Section 5310, Section 5316, and Section 5317 recipients as well as the MPOs. This assistance included developing template Title VI policies and training for grantees.

Maryland Transit Administration - KFH Group is currently working under its fourth multi-year contract to provide planning and technical assistance as well as assistance with state program administration. Staff continues to assist with grants administration functions, as well as provide technical assistance to local transit systems. This has included the development of an internal SOP manual and the development and periodic updating of a grants management manual for the Locally Operated Transit Systems (LOTS) in the state. Recently, the firm conducted training for the LOTS on how to manage their systems, including compliance with federal and state program requirements. KFH staff has also developed and continues to manage the Section 5311(f) Intercity Bus program. Under previous contracts with MTA, we assisted in the development of State and Local/Regional Coordination Plans (to meet SAFETEA-LU requirements) and provided a wide range of services to the MTA's statewide transit program. Under these efforts, KFH Group has assisted the MTA in responding to issues arising in the Maryland General Assembly by conducting research and assisting in the development of programs later enacted by the legislature. KFH Group, Inc. also developed an internal management tool used by all MTA departments to track performance on a monthly basis, and has developed a statewide set of transit performance measures. KFH Group, Inc. also conducted and will continue to conduct compliance reviews of the Section 5307, Section 5311, Section 5310, Section 5316 and Section 5317 providers on behalf of MTA. The firm participated in the development of the Maryland Comprehensive Transit Plan (KFH Group assisted Parsons Brinkerhoff by dealing with the areas of the state outside the Baltimore urbanized area region, including all non-urbanized areas of the state). We have also conducted and continue to conduct TDPs for transit systems across the state.

North Carolina Department of Transportation – Since 1995, the KFH Group, Inc. has had four task order contracts to conduct MPRs and TDPs across the state. Recently, the firm conducted compliance reviews on 68 rural transit operators for NCDOT, assisted the state in preparing for their State Management Review and revised the State Management Plans for Section 5311, Section 5310, Section 5316, and Section 5317. This compliance effort included training NCDOT staff and transit staff on compliance requirements as well as the development of “best practice” templates for various topics such as meeting ADA requirements, financial management, Section 5333(b). Currently, KFH is conducting a study to determine the benefits and costs of “regionalizing” public transit services.

TCRP and NCHRP – KFH Group is known nationally by its NCHRP and TCRP studies. These studies demonstrate the nationally-recognized expertise of the KFH Group in projects dealing with state program management as well as with small urban, rural, and intercity transportation. KFH Group has been the Principal Investigators with prime contractor Cambridge Systematics on a number of NCHRP Projects under 20-65, including:

- NCHRP Project 20-65(3): *National Public Transportation/Intercity/Charter Bus Liability and Catastrophic Insurance Availability/ Accessibility*
- NCHRP Project 20-65(7): *Evaluation of States' Ability to Have Adequate Staff Resources to Implement Federal Public Transportation Programs*
- NCHRP 20-65(11): *Current State Issues with Implementing FTA Section 5310 and 5311 Programs*
- NCHRP 20-65(16): *Current State Eligibility Requirement for Grantees to Qualify for Federal Section 5310 and 5311 Funds*
- NCHRP Project 20-65(17): *Compliance Monitoring Tools*
- NCHRP Project 20-65(18): *State DOT Best Practices for Developing a Title VI Civil Rights Program Document*
- NCHRP Project 20-65(20 & 25): *Analysis of Rural Intercity Bus Strategy*
- NCHRP Project 20-65 (36): *Data Needs for Assessing Rural Transit Needs, Benefits, and Levels of Service*

TCRP projects conducted by KFH Group include:

- TCRP Projects A-15A and A-15C: *Update of the First Edition, Transit Capacity and Quality of Service Manual* (Subcontract to Kittelson & Associates, Inc.)
- TCRP Project A-21: *Innovations to Improve the Productivity, Efficiency, and Quality of Public Transportation in Rural and Small Urban Areas*
- TCRP Project A-28: *Guidebook for Mitigating Fixed-Route Bus-and-Pedestrian Collisions* (Subcontract to SAIC)
- TCRP Project B-14: *Analyzing the Cost of Operating Small Transit Vehicles*
- TCRP Project B-17: *Advanced Rural Transportation Systems: Where Do We Start? How Far Should We Go?* (Under subcontract to the Institute for Transportation Research and Education)
- TCRP Project B-21: *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs*
- TCRP Project B-22A: *New Paradigms for Rural and Small Urban Transit Service Delivery*
- TCRP Project B-31: *Guidebook for Measuring, Assessing, and Improving Performance of Demand-Response Transportation*
- TCRP Project B-31A: *Guidebook for Rural Demand-Response Transportation: Measuring, Assessing and Improving Performance*
- TCRP Project B-34: *Guidebook for Commingling ADA-Eligible and Other Passengers on ADA-Complementary Paratransit Services*
- TCRP Project B-37: *Estimation of Demand for Rural Intercity Bus Services*
- TCRP Project F-12: *Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas*
- TCRP Project G-5: *Management Practices at Small Urban and Rural Public Transportation System*
- TCRP Project H-34: *Local and Regional Funding Mechanisms for Public Transportation* (Subcontract to Cambridge Systematics, Inc.)
- TCRP Project H-43: *Transforming Public Transportation Institutional and Business Models* (subcontract to Highstreet)
- TCRP Project J-06(33): *Cost of Meeting Accessibility Requirements for Over-the-Road Buses*
- TCRP Project J-06(43): *Expanded State and National Investment Analysis Capability* (Subcontract to Cambridge Systematics, Inc.)
- TCRP Project J-6(70): *Security Standards and Guidelines Pertinent to Public Transportation*
- TCRP Project J-6(71): *Rural Transit Achievements: Assessing the Outcomes of Increased SAFETEA-LU Funding for Rural Passenger Services*

- TCRP Synthesis Project J-7(SB-13): *Transit Agency Participation In Medicaid Transportation Programs*
- TCRP Synthesis Project J-7(SB-17): *Innovative Rural Transit Services*
- TCRP Project J-11 (15): *Impacts of Cuts and Reductions in Public Transportation Funding*

Cambridge Systematics, Inc.

General Planning Consultant Contract, Virginia DRPT – CS has provided on-call task order basis general planning consultant services for assignments across the Commonwealth of Virginia for the Department of Rail and Public Transportation. The scope of services covered the full range of activities required by Federal, state, regional, and local processes for public transportation and TDM planning projects. These activities included project feasibility/identification, alternatives analysis, environmental analysis, public/marketing, financial planning, strategic planning/capital investment planning, operations planning and analysis, and project/program evaluation.

I-66 Multimodal Corridor Study – For VDOT, Cambridge Systematics is leading a team to identify a range of current and visionary multimodal and corridor management solutions that can be implemented to reduce congestion and improve overall mobility within the I 66 corridor, including nearby bus routes and major arterial roadways. Options explored included congestion pricing, bus service enhancement, arterial bus on shoulder, transportation demand management program enhancement, bicycle and pedestrian network improvements, and highway widening. A selection of multimodal evaluation metrics based in part on use of the regional travel demand forecasting model are being used to inform decision-making on the study. Public information meetings, individual stakeholder outreach, and market research are being used to further inform the options and evaluation. Potential funding sources also are being identified and documented as part of the final report.

Virginia Corridor Master Plans for Corridors of Statewide Significance – For the Virginia Department of Transportation (DOT), Office of Intermodal Planning and Investment, Cambridge Systematics is leading a multidisciplinary consultant team in a series of on-call tasks over a two-year period. The first set of tasks involves developing a methodology and template for multimodal Corridor Master Plans across the Commonwealth. The second task involves preparing the Corridor Master Plan for the Northern Virginia North-South Corridor, which will improve connectivity between Loudon, Fairfax, and Prince William Counties.

TCRP H-41 – Assessing and Comparing Environmental Performance of Major Transit Investments. For the Transit Cooperative Research Program (TCRP), Cambridge Systematics led research to present, evaluate, and demonstrate criteria, metrics, and methods for assessing and comparing the environmental performance of major transit investments, including Federal Transit Administration (FTA) 5309 New Starts and Small Starts projects. The results offer a basis for assessing and comparing these transit projects and offer project sponsors optional criteria, metrics, and methods for assessing transit projects with regard to environmental performance. Environmental metrics were identified and evaluated for energy and greenhouse gas emissions; air quality and public health; and ecology, habitat, and water quality.

FTA New Starts Financial Capacity Assessments – For the Federal Transit Administration (FTA), Cambridge Systematics, as part of a team, is conducting financial oversight of New Starts transit projects and providing support in the preparation of Financial Capacity Assessments for projects requesting FTA Section 5309 New Starts funding. The financial oversight includes: financial assessments for approval to enter into preliminary engineering; financial assessments for design

approval; financial assessments for the annual New Starts report to Congress; metropolitan area financial capacity assessments; and support in preparation of the summary financial analysis report, a collateral document to the annual New Starts report. For the fiscal year 2014 New Starts report to Congress, Cambridge Systematics conducted financial assessments for the Denver Regional Transportation District (RTD) Southeast Corridor Extension.

Virginia DRPT Program Guidance and Grant Evaluation System (PROGGRES) – For the Virginia Department of Rail and Public Transportation (DRPT), Cambridge Systematics continues to provide implementation support and enhancements for the Program Guidance and Grant Evaluation System (PROGGRES). PROGGRES is a web-based application developed in 2008 that gives DRPT the capability to forecast future capital needs, evaluate capital grant applications, and develop and compare funding scenarios. These features help DRPT to more effectively plan for and fund transit resources in the Commonwealth of Virginia.

VDOT Region 2 – Virginia Strategic Highway Safety Plan. For VDOT, CS, as part of a team, is updating the Virginia Strategic Highway Safety Plan (SHSP). Associated tasks include informing and reinvigorating the Surface Transportation Safety Executive Committee; forming a new SHSP Steering Committee; conducting and advising on data analysis; and reviewing and selecting emphasis areas, setting goals, objectives, and performance measures. Cambridge Systematics also will help create the emphasis area teams that will develop the proposed strategies and detailed action plans for the Plan, and facilitate obtaining support from the transportation safety community and the general public. Once the update is complete, CS will prepare a detailed implementation plan outlining the steps necessary to move the plan forward.

VDOT System Operations/Traffic Engineering On-Call Services – For VDOT, CS, as part of a team, developed an Operations/Intelligent Transportation Systems (ITS) long-range strategic framework and plan for improving statewide transportation mobility and safety, in support of VDOT’s System Operations. Specifically, CS developed a narrative that conducts a tradeoff of traffic analysis and modeling tools in relation to the decision-making requirements resulting in the identification of an optimal, recommended tool for use at the DOT’s regional levels.

McCormick Taylor, Inc.

On-Call Project Planning and Preliminary Design Services, Maryland Mass Transit Administration – This program for the Maryland Mass Transit Administration includes multiple fast-tracked assignments regarding light rail, commuter rail, heavy rail and bus service and operations planning and conceptual design services. Specific activities associated with the program include site evaluation, planning and selection, conceptual and preliminary engineering, environmental and physical impact assessment, traffic analysis, field surveys, cost estimating, environmental mitigation and public involvement.

Corridor Cities Transitway (CCT), Maryland Transit Administration –McCormick Taylor is assisting the Maryland Transit Administration (MTA) in planning this fixed guideway transit system. The proposed Corridor Cities Transitway (CCT) is part of the larger I-270/US 15 Multi-Modal Corridor Study, which is investigating options that relieve congestion and improve safety conditions along the corridor extending approximately 32 miles in Montgomery and Frederick Counties. McCormick Taylor is studying station site needs and access, parking lot layouts, and station space requirement needs such as platforms, shelters, fare collection area, bus drop off area, and kiss-and-ride drop off area. In addition, vehicular and pedestrian access is being reviewed. The study also considers the impact traffic operations may have on adjacent intersections and roadways,

and the design of pedestrian access to allow the integration of neighboring residential communities and promote transit usage by the residents.

Statewide Planning Strategies Term Agreement, New Jersey Department of Transportation – McCormick Taylor was selected by the New Jersey Department of Transportation (NJDOT) to lead the three-year term agreement for the Statewide Planning Strategies program. In collaboration with NJ TRANSIT, the Statewide Planning Strategies contract is intended to promote the development of studies and recommendations for future-oriented, integrated multi-modal and smart growth solutions to transportation improvement needs and Department policies and procedures. As part of this contract, McCormick Taylor supports NJDOT in its partnership with local communities to utilize smart growth goals, policies and strategies as a guide for sustainable solutions.

Transit-Oriented Development Neighborhood Planning Study West Trenton Station, Ewing Township, Mercer County Planning Division and the Delaware Valley Regional Planning Commission – McCormick Taylor led this exploration of transit-oriented development possibilities at a South Eastern Pennsylvania Transit Authority (SEPTA) rail station located in Ewing Township, NJ. Following an analysis of the physical characteristics, economic potential and market opportunities of the area and the two large formerly industrial redevelopment sites, McCormick Taylor investigated alternate concepts which would combine the transit-oriented development opportunities present in the vicinity of rail station with realistic expectations about the type and intensity of new development the market can support. Key considerations included: community walk-ability, access to the rail station by foot and bike, a new mix of land uses, links with a variety of transportation options, the creation of a new marketable community, improving the existing rail station, and potentially moving the rail station to better support the redevelopment of the two substantial brownfields sites. The final product of this study was a Transit-Oriented Development Master Plan for the West Trenton rail station and a companion set of implementation strategies.

Kittelson & Associates, Inc.

Washington Metro Area Transportation Authority (WMATA) – KAI provided on-call transit and transportation planning and engineering services to WMATA, including WMATA Bus Delay & Regionwide TSP Studies. KAI has evaluated bus travel speeds using AVL data, identified locations for transit signal priority, queue jumps, and measures to improve speed and on-time performance, and developed a framework for transit signal priority throughout the Washington region.

WMATA Bus ITS/Transit Signal Priority (TSP) Architecture Plan – KAI helped WMATA to move past demonstration projects and develop a plan for mainstreaming ITS technologies on their bus fleet. WMATA was planning to build a conditional priority system, utilizing the ITS architecture and resulting technologies of the bus system, that would be implemented by multiple agencies. KAI was part of the multidisciplinary team that developed the physical and logical ITS architecture for bus operations within the WMATA service area. KAI developed the overall ITS concept of design and facilitated its adoption among the various stakeholders. Development of a specific implementation plan for transit signal priority and its integration into the on-board bus technology was a requirement of the project. This new technology was considered for integration into the existing Metropolitan Washington Council of Governments' ITS architecture. This project was a follow-up to KAI's WMATA Regional Bus Study Phase 2 project.

Georgia Avenue MetroExtra TSP Evaluation, WMATA – KAI reviewed DDOT transit signal priority (TSP) implementation for the Georgia Avenue corridor. The project reviewed technical requirements prepared by agencies, operational strategies proposed along the corridor, (including

bus only lanes, and queue jump treatments), and a schedule for implementation. KAI provided recommendations for before and after studies for evaluation of TSP equipment for both transit and traffic measures focusing on use of existing AVL data & other on-board technologies.

Kensington Consulting LLC

On-Call System Safety and Security Consultant, VRE – Since 1999, Ms. Nichols of Kensington has provided a wide range of safety and security-focused services to the VRE. Among her projects with the railroad: tabletop and field emergency exercise drills; system safety and security plans; emergency operations plans; system safety and security training; system safety and security auditing; Federal Railroad Administration (FRA) and FTA compliance; safety and security grant applications; and safety and security certification of new railcar purchases.

Transit Safety and Security Course, FTA’s Safety Institute – Ms. Nichols of Kensington serves as an instructor for the Transit Safety and Security Course of the Transportation Safety Institute of the FTA and the National Transit Institute of Rutgers University, in New Brunswick, New Jersey.

Timmons Group

Virginia Department of Transportation (VDOT) – Timmons Group developed an information portal to integrate maintenance work requests, roadway incidents, and a public information knowledge base in a map-centric interface. The goal is to provide location based information to a call taker in a timely manner to respond to a citizen’s needs. Project tasks included application planning, design, development, and deployment. Timmons Group also provides training and support services.

Virginia Department of Transportation (VDOT) – Timmons Group was awarded a term contract with VDOT’s Central Region (Richmond and Fredericksburg Districts) to provide transportation planning and traffic engineering services. To date, more than 65 task orders have been issued under this contract. Assignments include multimodal corridor studies, intersection feasibility studies, operations analysis, and public participation.

Missouri Department of Transportation (MoDOT) – Timmons Group recently completed work for the Missouri Department of Transportation (MoDOT) to design, develop, and implement a mobile application that presents up to the minute road conditions for travelers. This traveler information application notifies travelers of current work zones, car accidents and inclement road conditions. Travelers also have the ability to use the “My Routes” function, which allows users to easily view routes they use on a daily basis. The application has been highlighted in Forbes magazine and won the 2013 National Association of Government Communicators Blue Pencil and Gold Screen Award.

LDA Consulting

Metropolitan Washington Council of Governments (COG) TDM Evaluation – LDA has been awarded four sequential, three-year projects to develop and implement a framework to evaluate travel and air quality impacts of commuter and employer outreach programs offered by COG’s Commuter Connections Program. The evaluations have specifically assessed impacts of Employer Outreach, region-wide Guaranteed Ride Home, Telework Resource Center, Integrated Rideshare, and Mass Marketing. LDA developed evaluation measures, data collection tools, analysis methods, and reporting procedures. LDA also developed survey instruments for numerous telephone, Internet, and written surveys: rideshare database applicants, GRH program users, Bike-to-Work Day participants, employers receiving telework assistance, and vanpool drivers. LDA also led the four

respondent general population travel trends State of the Commute surveys conducted in 2001, 2004, 2007, and 2010. LDA analyzed data from these surveys and other sources to estimate travel and air quality program benefits of TDM measures and prepare the triennial TERM Analysis Reports. LDA also has provided other on-call evaluation services as requested by Commuter Connections and its partner organizations, including individual analyses for local jurisdiction staff, a survey of regional carshare members, two vanpool driver surveys, and focus groups of employers that participated in a telework assistance service.

Arlington County Commuter Services (ACCS) Research and Evaluation Project – In this multi-year project, LDA is evaluating the effectiveness of travel information and assistance services provided to residents, employees, employers, and visitors. LDA co-wrote the ACCS Research and Evaluation Plan that defined the evaluation approach and data collection activities. Over a six-year period, LDA has conducted County-wide resident and employee travel surveys and customer satisfaction and travel change surveys of ACCS customers and synthesized the results of these studies into a calculation system to estimate travel, emissions, and energy reduction benefits of the programs.

In 2009, LDA completed a study of Arlington employers and employees to assess the relative roles of transit access, locations/site conditions, and TDM services in influencing employees' mode choice. In 2011, LDA initiated a similar study for residential buildings. And LDA analyzed Arlington-specific data from two regional studies performed by the Metropolitan Washington Council of Governments: regional State of Commute Survey and regional Household Travel Survey. Data from these studies have been used to support Arlington County transportation planning efforts and parking policy changes. LDA currently is engaged in a study to estimate the return on investment (ROI) of TDM programs, including social, health, economic development, and other benefits, in addition to the traditional travel and environmental benefits of TDM programs.

New Jersey Department of Transportation (NJDOT) TDM Evaluation and Support – LDA managed three consecutive projects to assist NJDOT to develop and implement TDM strategies and a comprehensive system to evaluate the travel and environmental impacts of commuter information services, employer TDM assistance, financial incentives, and other TDM activities implemented by the Department. In this project, LDA has conducted surveys of rideshare match applicants, Bike-to-Work Day participants, financial incentive recipients, and users of other TDM services to assess travel changes made using the services. LDA also has conducted two state-wide resident surveys to identify travel patterns and traveler awareness and use of travel assistance services. For these efforts, LDA developed the survey questionnaire, managed the survey process, and analyzed the results of the survey.

In a statewide TDM Vision Plan for New Jersey, Ms. Diggins facilitated a year-long task force of more than 30 public and private organizations to develop a vision, goals, and strategic actions for TDM in the state. She worked with the stakeholders to define a set of 60 TDM strategies that were feasible for implementation in New Jersey. Details of these strategies are presented in a strategies "compendium" companion to the Plan documents as guidance for organizations considering implementing TDM actions.

MCV Associates, Inc.

On-Board Survey Fairfax Connector, DASH, CUE, Loudoun and ART Transit System – This study was conducted for Northern Virginia Transportation commission. MCV conducted an on-board Origin - Destination study of the NRTC transit system within the jurisdictions of Arlington County, Fairfax County, Loudoun County and the cities of Alexandria, Falls Church and Fairfax. The survey

design covered all bus routes and all time periods (weekdays and weekends). A total of 12,500 survey forms were distributed and resulted in a 35 percent (4,474 forms) response rate. The survey obtained information on rider demographics, trip characteristics and features riders want improved.

Transportation Model for Loudoun County, Virginia – MCV developed a countywide transportation model, using the Washington Metropolitan Area MINUTP model Version 2, as currently used by the Council of Governments. The 126 zones in the regional model for Loudoun County were expanded to 575 zones and the remainder of the Washington area was compressed in to fewer zones (678), resulting in a total of 1278 zones. Land use data was compiled by MCV using the COG data. The transportation network was created from COG data but included collectors and local roads, as necessary. The model was calibrated to the year 2000 using daily and peak hour volumes, provided by the Virginia Department of Transportation and supplemented by counts conducted by MCV. The model was used to forecast 2020 travel demand for several alternative land use and transportation scenarios including the “Smart Growth” scenario. The model was used to develop a comprehensive transportation plan, which was subsequently adopted by the Board of Supervisors. The model was linked to the County’s GIS System. A user manual was prepared in addition to the calibration and results reports. The study included training of the County staff in the use of the County Model.

Dulles Corridor Metrorail Project - Station Traffic Circulation Study For Preliminary Engineering Extension To Dulles Airport/Route 772 – This study was conducted for Dulles Transit Engineers, JV. The primary goal of this study was to validate the station layouts and the traffic forecasts as they relate to station access issues for the Metrorail Extension to Dulles Airport/Route 772. This study does not revisit ridership projections. The focus is the entrances and exits adjacent to each station facility. The inventories and analyses described in this study are consistent with the November 2004 Supplement to the Traffic Analysis Technical Report, and used a design year of 2025. The study accomplished the scope of services summarized in the four tasks. Task 1 - Review of NEPA Studies and Analyses; Task 2 - Station Access Area Traffic Assignment; Task 3 - Station Access Facilities and Traffic Circulation Plan and Task 4 - Traffic Operations and Impact Analyses using Synchro Model. Potential operational problems were identified along with appropriate mitigation measures.

Pulsar Advertising

Dulles Metrorail Extension Public Information Campaign, Virginia Department of Rail and Public Transportation – This rail extension project involved conveying an overall image of a complex multi-billion dollar project to a wide variety of constituencies. The Virginia Department of Rail and Public Transportation (DRPT) assigned Pulsar with overall responsibility for developing the communications program to the Northern Virginia public and various stakeholders. The project required that a complete branding program be developed including logo and name development, copy platforms and an outreach strategy. In addition a dedicated website was developed. These elements still serve as the communications foundation for the project.

TRAFFIX Program Branding, Hampton Roads Transit – Pulsar was an important participant in the TRAFFIX Program Branding for Hampton Roads Transit (HRT). HRT is responsible for public transit operations, as well as the TRAFFIX TDM program in the Hampton Roads area. Market research was used to determine the overall awareness and understanding of the TRAFFIX program. The research suggested appropriate marketing messages, identified the proper media mix, and served as a guide for rebranding the image of TRAFFIX and its relationship to HRT. Research indicated that the most effective media for reaching the target market was a combination of outdoor and television. Therefore, approximately 80 percent of the budget was dedicated to these media.

Prior to campaign launch, market research indicated that 24 percent of the general population was aware of TRAFFIX, the services it offered, and its relationship to HRT. After the introductory campaign, TRAFFIX awareness had jumped to 44 percent. Overall awareness of HRT also had increased. The second wave of research also has provided clues to some message and market targeting for the next wave of the campaign.

Virginia Department of Transportation's Virginia Megaprojects – Pulsar's advertising efforts on the Virginia Megaprojects have included highly effective print, radio, direct mail, and transit advertising. This included Pulsar's effort to bring an innovative public/private media partnership to create a unique channel of communications directly to consumers in the affected areas. The Virginia Megaproject News insert into over 500,000 home delivered papers across northern Virginia has provided Virginia Megaprojects (and all of its partners) a platform to control all editorial content, while having private industry advertising help to fund the cost of distribution. Additionally, Pulsar has been responsible for outreach to employers, large and small, whose employees have been impacted by the I-495 Express Lanes and Dulles Metrorail construction. They have been successful in implementing Transportation Demand Management (TDM) solutions for some of the largest employers in northern Virginia (specifically along the I-495 Express Lanes and Dulles Metrorail Extension in Tysons Corner, VA).

Southeastern Institute of Research, Inc.

Route 7 Widening Project – Route 7 in Fairfax County is highly congested and a major artery in Northern Virginia. VDOT is currently launching plans to “improve” Route 7 in that area from Reston Avenue to Jarrett Valley Drive. These changes will include widening of the roadway. Roadway changes and improvements might also include alternative intersections, enhanced left turns and other modifications. The plan to manage congestion along the route, however, could also include the development of alternative transportation options such that regular commuters who use Route 7 could opt for modes other than single occupant vehicles.

Successful implementation of a plan for the redevelopment of Route 7 requires the support of these three important constituent groups:

- **Residents:** Residents who live along or nearby the corridor and whose property and lifestyle might be impacted by Route 7 changes
- **Commuters:** Commuters who regularly travel the Route 7 corridor on their commute to/from work
- **Stakeholders:** Stakeholders who, because of their positions as opinion leaders, can influence the perceptions and actions of others in the community

SIR has recently designed, implemented and successfully completed a major marketing research project for Route 7 Widening that addressed the needs, preferences and perspectives of these three groups. Consisting of an innovative research methodology that included an online survey, a telephone survey and in-depth one-on-one interviews (including interviews with county supervisors).

I-66 Transit and TDM Market Research Study – As part of a larger project designed to develop a plan to increase the use of transit and TDM in the I-66 corridor in Northern Virginia, SIR conducted a detailed survey among commuters in order to assess their current commute behaviors and decisions, their willingness to try alternate modes or change their behavior, and the relative potential of new programs and services to impact their commute decisions. The study consisted of an online survey which was developed with input from a technical advisory group and benefited

from member expertise related to transit, TDM, and other commuter issues in Northern Virginia. The analysis included a sophisticated conjoint approach that allowed for fairly precise identification of scenarios and services that would persuade commuters to use specific alternate modes of transportation. These data were used by planners, engineers, decision makers, and others charged with transit and TDM development in this corridor to better predict the response of commuters to potential transit and TDM programs and services in the corridor.

Virginia State of the Commute Survey/Long-Term TDM Planning – Conducted on behalf of the Virginia Department of Rail & Public Transportation, SIR and LDA Consulting joined forces for the first ever State of the Commute Study for Virginia. This telephone survey interviewed more than 7,000 working commuters across the state, including more than 3,000 in Northern Virginia. The survey addressed mode choices, commute attributes, decision making influences, media and communication influences, and other commuting issues. This research is designed as a tracking study to monitor commuter use of TDM, ridesharing and transit. Study findings are reported in a manner to assess the Commonwealth’s long-term investment in rideshare support services and infrastructure. The 2007 study is the baseline wave of a tracking study that will be conducted at regularly scheduled intervals. Findings from this study were used by the state’s TDM/rideshare organizations in the development and enhancement of marketing outreach activities and to hone their performance evaluation methodologies. The data collected was also used by SIR in the development and crafting of the state’s first TDM Long-Term plans for each TDM organization. In addition, the data are available for use by other TDM, transit and transportation organizations throughout Virginia for issue-specific analyses.

Robert G. Stanley

I-66 and I-95/I-395 Transit/TDM Studies, Virginia DRPT – Mr. Stanley played key roles in the successful conduct of these studies. Mr. Stanley directed analyses of funding options for enhanced transit services in the I-95 and I-66 corridors around Washington, DC for the Virginia Department of Rail and Public Transportation (VDRPT). Additionally, he helped craft the framework used in developing the alternatives and led the investment strategy approach.

Local and Regional Funding Mechanisms for Public Transportation – For the TCRP, Mr. Stanley served as Project Manager in the development of a handbook that identifies and describes potential local and regional funding mechanisms for public transportation services in urban and rural areas, discusses the pros and cons of each type of mechanism, and provides broad guidance on implementation; and a searchable resource that allows examination by type of funding mechanism, key characteristics of each mechanism, and characteristics of the public transportation entities.

New Paradigms for Local Public Transportation Organizations – Many businesses and industries have undergone “paradigm shifts” and embraced fundamental changes that have made them more competitive in their respective markets, resulted in market expansion, and produced sustained improvements in organizational performance. The first phase of this TCRP study highlighted the forces and factors that make such change in local transit organizations both essential and urgent; highlighted models that might be used to shape the local transit organizations of the future; and identify how the basic functions and business processes required to provide public transportation might be changed in fundamental ways in response to broad societal and economic changes. The second phase of the study involved preparation of case studies to identify and evaluate ongoing examples of fundamental change in progress and identify areas that could be a focus of fundamental change throughout the transit industry.

2.2 Key Personnel

In support of the previously described Project Management Structure, KFH and our proposed subcontractors have defined a number of key personnel who would be assigned to work on various aspects of this assignment as appropriate. Table 2.3 shows the key staff of the team. Due to page limitations for this RFP, only management level resumes are included within this section. Resumes for staff listed below but not included are available for this RFP upon request. Moreover, these individuals represent a sampling of the personnel resources available from the KFH team for deployment on the potential task orders, many additional individuals are available. If additional staff are proposed for a particular task order response, resumes will be made available.

Table 2.3 Key Personnel Listing

<i>KFH Group, Inc.</i>	<i>McCormick Taylor, Inc.</i>
Sue Knapp	Brennan Collier
Frederic Fravel	Patsy Napier
Ken Hosen	Joe Bucovetsky
Joel Eisenfeld	John Mullen
Elisabeth Rood	Andrew Smith
Daniel Dalton	Dana Knight
Elizabeth Ellis	<i>Kittelson & Associates, Inc.</i>
Jason Quan	Brandon Nevers
Beth Hamby	Paul Ryus
Jill Stober	Kelly Blume
Reyes Barboza	Darryl DePencier
William Sutton	Conor Semler
Holy Chase	<i>Kensington Consulting LLC</i>
Ray Hayhurst	Elisa Nichols
Alyssa Seibert	<i>Timmons Group</i>
<i>Cambridge Systematics, Inc.</i>	Andy Boenau
John (Jay) Evans	John Russell
David Jackson	Aaron Woodard
Cemal Ayvalik	Amy Zech
Erin Flanigan	Matt Krofcheck
Laurie Hussey	<i>LDA Consulting</i>
Anurag Komanduri	Lori Diggins
Feng Liu	<i>MCV Associates</i>
Iris Ortiz	Joe Mehra
Christopher Porter	<i>Southeastern Institute of Research, Inc.</i>
Andrew Tang	John Martin
<i>Pulsar Advertising</i>	Karen Smith
Alberto Gonzalez	John Judy
Jim Wright	<i>Individual Consultant</i>
Katherine Carlson	Robert G. Stanley
Janice Fortunato	

2.2.1 Resumes

Sue F. Knapp

President
KFH Group, Inc.

Education

M.S. Civil Engineering, University of Buffalo, 1975
B.A., School of Architecture and Planning, University of Buffalo, 1974

Professional Experience

Transit Planning, Management and Operations. Ms. Knapp has directed over 60 transit planning studies nationwide to prepare Transportation Development Plans (TDPs), including the compilation and assessment of transit needs and performance, and has provided technical assistance to many local communities on how to improve their transit systems, including many Maryland Locally-Operated Transit systems. Ms. Knapp’s experience includes the development and assessment of transit alternatives to be implemented in conjunction with the I-95/I-395 HOT lanes in Virginia and recently designed and assessed transit alternatives for the *I-66 Transit/Transportation Demand Management Study* (both for VDRPT, under Cambridge Systematics).

Task Order Contract Management. Ms. Knapp has been and continues as the Project Manager on a number of task order projects for state transportation departments including multiple task order contracts with the Maryland Transit Administration (MTA) since 1999. She also has managed prime and subcontracts on similar task order projects with additional states (Vermont, Texas, and Virginia), the FTA, and various transit operators (e.g., WMATA, DelDOT). She understands the need to be responsive and flexible to the needs of our clients.

Federal Compliance Reviews. Ms. Knapp has conducted over 30 Triennial Reviews of transit systems for the Federal Transit Administration (FTA) and is knowledgeable concerning federal program and planning requirements. She has conducted Triennial Reviews of the small S.5307 grantees in Maryland (every three years since 1999) and conducted compliance reviews on the State’s S.5311, S.5310, S.5316 grantees. Ms. Knapp also assisted in the developing and updating of a manual for small transit systems in Maryland (S.5311 and S.5307) and recently managed a project to conduct compliance reviews of 68 rural and small urban transit systems in North Carolina for NCDOT. Ms. Knapp has been conducting drug and alcohol program compliance reviews of transit systems in Maryland over the past ten years.

Title VI/Civil Rights Assistance. Ms. Knapp is currently project manager for TCRP Synthesis Project SB-24 on *Advanced Methods for Title VI Fare and Service Equity Analysis*. She also is currently assisting the District of Columbia DOT as the agency revises their 2012 Title VI program update in response to FTA comments. She recently assisted the Virginia Department of Rail and Public Transportation (DRPT) in bringing the Commonwealth’s S.5311, S.5310, S.5316, S.5317 grantees and Metropolitan Planning Organizations (MPO) into compliance with Title VI.

Statewide Transit Program Assistance. Ms. Knapp has been assisting NCHRP and states as they develop statewide transit plans, program policies, and operating procedures. She currently is the Principal Investigator on NCHRP Project 20-65(44) – *Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Transit Grants*. She was also the Principal Investigator for NCHRP 20-65(11) – *Current State Issues with Implementing FTA Section 5310 and Section 5311 Program*, NCHRP Project 20-65(7), *Evaluation of States’ Ability to Have Adequate Staff Resources to Implement Federal Public Transportation Programs* and NCHRP 20-65(16), *Current State Eligibility Requirement for Grantees to Qualify for Federal Section 5310 and Section 5311 Funds*.

Frederic Fravel

Vice President
KFH Group, Inc.

Education

M.R.P. Regional Planning, University of North Carolina, 1976
B.A. Interdisciplinary Social Science, Duke University, 1972

Professional Experience

Rural, Small Urban and Suburban Transit Development Planning. Mr. Fravel has over 30 years of experience in developing plans for rural and small urban transit services. Recent projects in Virginia have included the transit feasibility study for Radford, Virginia and a Transit Development Plan for a three-county rural region in southern Virginia (Lake Country). Previous work included several studies for James City County and Williamsburg. Maryland projects include his work as Project Manager on a transit development plan update for Ocean City Maryland, and recent plans for Howard and Anne Arundel Counties. He was also the Project Manager on the KFH plan for transit and ridesharing services for the expansion of Fort Meade under the BRAC restructuring. He has also directed short-range transit plans for all the rural and small urban systems in Vermont; in Georgia he directed two studies leading to the creation of a ten-county rural public/coordinated system in the coastal area, and was the KFH project manager on a study addressing transit development in four counties in rural north Georgia. He has also directed a number of Community Transit Service Plans/Transit Development Plans in North Carolina addressing rural and small urban public transportation, including a current study in Orange County and the Town of Chapel Hill. In addition, he has completed two studies dealing with transit organization in Maryland, one addressing the sustainability of CTC services, and the other for Howard County – both under the MTA task order contract.

Statewide Transit Planning Projects. Mr. Fravel has served as the project manager for several statewide task order planning projects, including his role as the Project Manager for KFH Group on its work for the Virginia Department of Rail and Public Transportation under two subcontracts with Cambridge Systematic. He conducted the review and evaluation of Georgia’s Section 5311 rural transit program, and was the project director for a three-year task order transit planning service contract for the State of Maryland. He also has been a Task Leader on several projects under KFH’s current MTA task order contract. He also prepared a statewide Public Transportation Policy Plan for the State of Vermont, which was followed by short-range transit plans for all of Vermont’s local operators, prepared under a contract with the state Agency of Transportation.

Compliance and Management Performance Reviews. Mr. Fravel is currently conducting Medicaid Non-Emergency Medical Transportation program reviews of all counties in North Carolina under a contract with the state. Previously he conducted FTA program compliance reviews on all Section 5311-funded systems for the North Carolina DOT. He also supported NCDOT in preparation for their FTA State Management Review, and in revising their State Management Plan.

Intercity Bus Planning. Mr. Fravel is currently the Project Manager on Virginia’s first statewide intercity bus plan, and he has just completed updating the Vermont intercity bus plan. He is performing a similar study in Colorado. Previous similar work includes statewide intercity bus plans for Utah, Colorado, California, Washington, Georgia, Nebraska, Michigan, New Hampshire, North Carolina, Ohio, Pennsylvania, Texas, Vermont, and Virginia addressing service and facility needs, program design, performance measures, intermodal connectivity, and funding.

Kenneth I. Hosen

Vice President
KFH Group, Inc.

Education

M.S. – Planning, The University of Texas, 1980
B.A. Geography, State University of New York at Brockport, 1975

Professional Experience

Transit Technology Applications and Procurement. Mr. Hosen is a national leader in the application and procurement of technology for paratransit, including paratransit software, Mobile Data Terminals (MDTs) and Automatic Vehicle Locator (AVL). Mr. Hosen has developed technology specifications (including IVR) and managed procurements for ten systems and two states. He recently assisted the Denver RTD in the review of interactive voice response (IVR). He has developed specifications for some of the largest (and smallest) paratransit systems in the country. In addition to his experience in procuring the right technologies, he also assists in training staff to prepare for technology and apply it successfully. He has also participated in a number of national research studies on the use of paratransit software and other technologies. He was a team leader on TCRP Report No. 76 – *Guidebook for Selecting Appropriate Technology Systems for Small Urban and Rural Public Transit Operators*.

Evaluation, Planning and Management Performance Reviews. As a consultant, Mr. Hosen has directed over fifty paratransit planning studies nationwide, for both large urban ADA paratransit systems and small, general public paratransit services in rural communities. Urban studies include several for the Maryland Transit Administration (MTA), for example, a five-year plan for the MTA's ADA program in Baltimore that addressed paratransit performance as well as fixed-route accessibility. He managed other paratransit studies for transit agencies in Minneapolis/St. Paul; Sacramento, CA; Charlotte, NC; Orange County, CA; and Reno, NV, Denver, Co., among others. For KFH's recent work for the Corpus Christi (TX) Regional Transportation Authority, Mr. Hosen conducted a full accessibility review of both fixed-route and paratransit services which included an inventory and assessment of 1,400 bus stops and transit facilities for accessibility and safety. Mr. Hosen has also managed paratransit studies in smaller communities, including 15 rural systems in Texas as well as rural systems in Maryland, Michigan, Arkansas, Idaho and other states. He is currently conducting an audit of driver training for Denver's ADA paratransit.

Transit Research and Guidebooks. Mr. Hosen served as the Principal Investigator for two recent Transit Cooperative Research Program (TCRP) projects including TCRP Report 70: *Guidebook for Change and Innovation at Rural and Small Urban Transit Systems* and TCRP Report No 99 - *Embracing Change in a Changing World* – a guidebook for rural and small urban systems. He was a team leader on TCRP Report No. 76 – *Guidebook for Selecting Appropriate Technology Systems for Small Urban and Rural Public Transit Operators*. He has also participated in a Federal Highway Administration study on transit technology.

Joel Eisenfeld

Senior Transportation Planner
KFH Group, Inc.

Education

M.U.E.P. Urban & Environmental Planning, University of Virginia, 1998
B.S. Business Administration, University of Maryland, 1993

Professional Experience

Transit Management, Operations, and Paratransit Planning. Mr. Eisenfeld has experience providing assistance to public transit operators and policy makers through the development of numerous transportation development plans and similar projects. Mr. Eisenfeld was the Project Manager for the recent the Town of Chincoteague’s TDP in Virginia, a Transit Service Plan for Radford University/City of Radford, Virginia and Harrisonburg Transit. He was also the Project Manager for a number of TDPs in Maryland. Mr. Eisenfeld was assistant project manager for a study that examined the feasibility of creating a joint regional entity to provide public transportation in the greater Williamsburg (VA) area.

Coordination Planning. Mr. Eisenfeld has been directly involved in the development of coordinated public transit-human services transportation plans first required by SAFETEA-LU. Specifically, he was the co-project manager in the development of Virginia’s Coordinated Human Service Mobility Plans and Maryland’s Regional Coordinated Plans to meet the federal planning requirements in both of these states. Mr. Eisenfeld is currently working with the Virginia Department of Rail and Public Transportation (DRPT) on updates of coordinated human service transportation plans across the Commonwealth. He has also conducted workshops in Maryland, New York and Virginia in the development and continuing education of mobility managers.

Management Performance Reviews, Compliance and Triennial Reviews. Mr. Eisenfeld has conducted Triennial Reviews of Section 5307 and Section 5311 grantees in Maryland. He was also a team leader conducting compliance, technical capacity and management proficiency reviews for Section 5311 and Section 5310 program subrecipients in North Carolina. In addition, Mr. Eisenfeld assisted in the development of Georgia’s Section 5311 Compliance Monitoring Review workbook which was designed to provide the GDOT Office of Intermodal Programs with information from its FTA Section 5311 program subrecipients to verify compliance with Federal and State regulations.

Statewide Program Management, Program Development and Plans. Mr. Eisenfeld was the Project Manager for North Carolina’s State Management Plan for Sections 5310, 5311, 5316 and 5317 Programs. He was also the Project Manager for updating the Maryland Transit Administration’s (MTA) Section 5311 Program – State Management Plan. Additionally, he created the Section 5310, JARC, and New Freedom State Management Plan for MTA, as well as updated the Section 5310/JARC/New Freedom State Management Plan for DRPT. Mr. Eisenfeld also developed New Freedom and Job Access and Reverse Commute (JARC) Program applications for Maryland and Virginia.

Elisabeth Rood

Senior Transportation Planner
KFH Group, Inc.

Education

M.S., Transportation Studies, Morgan State University, Outstanding Scholar, 1996.
B.S., Kinesiological Sciences, Cum Laude, Phi Beta Kappa, 1986.

Professional Experience

Transportation Development Plans and Management Performance Reviews. Ms. Rood has extensive experience in the preparation of TDPs and MPRs. In Virginia, Ms. Rood was the project manager for TDPS in Harrisonburg and Winchester (2011) as well as for two rural programs in Southwest Virginia: Graham Transit and Mountain Empire Older Citizens. In 2009 and 2010, Ms. Rood was the project manager for TDPs in Cecil County, Maryland and the Tri-Cities Area of Virginia (Petersburg area). In 2009 Ms. Rood completed a Transit Services Plan for the Winchester-Frederick County MPO in the Northern Shenandoah region of Virginia. The focus of this study was to develop additional transit options for this rapidly growing area. Ms. Rood is currently serving as the project manager for a TDP for District Three Public Transit, based in Marion, Virginia. The project for this large rural multi-county provider has just recently been initiated. In North Carolina, Ms. Rood completed Community Transportation Service Plans (CTSP) for the Western Piedmont Regional Transit Authority (2010), AppalCART (2010), the Wilkes Transportation Authority (2011), and YVEDDI, a four-county rural transit system in the Northern Piedmont area (2012). Each of these plans included stakeholder and public input and resulted in detailed five-year operations, financial, and capital plans. Ms. Rood also served as the project manager for a TDP for the Fayetteville Area System of Transit (FAST) in Fayetteville, NC. This plan, adopted by the City Council in July 2009, included a transit needs assessment, an in-depth look at the current services, and recommendations for improvements. In 2007 Ms. Rood directed an MPR for FAST. The study recommendations helped lead the City to increasing funding for transit in Fayetteville. In 2007, Ms. Rood was the project manager for a Community Transportation Improvement Plan (CTIP) for the Kerr Area Transportation Authority based in Henderson, North Carolina.

Technical Assistance and Training. Ms. Rood has experience working on Rural Transit Assistance Program (RTAP) issues, both at the national and state level. Early in her career, she was an information specialist whose primary duty was to answer questions that came in via the RTAP hotline at CTAA. Ms. Rood has compiled two directories of state RTAP activities, under contract to the American Public Works Association (APWA). Ms. Rood also wrote a newsletter for the New York State RTAP program. More recently, Ms. Rood served as the primary author and editor of the Maryland Transit Update, which was a combined newsletter for the Transportation Association of Maryland and the Maryland RTAP. She was responsible for the newsletter from 2005 through 2009. Ms. Rood has also participated in a number of training activities, most recently presenting a session on driver training materials at the 2012 Transportation Association of Maryland's annual conference.

Daniel Dalton

Senior Transportation Planner
KFH Group, Inc.

Education

B.S., Behavioral and Social Sciences, University of Maryland University College, 1996

Professional Experience

Public Transit and Human Service Transportation Planning and Coordination. Mr. Dalton has led the development of 38 coordinated public transit-human services transportation plans in Virginia, Arkansas, Idaho, and Maryland. He is currently working with the Virginia Department of Rail and Public Transportation (DRPT) on updates of 21 coordinated human service transportation plans across the Commonwealth. Mr. Dalton assisted in the development of a statewide human service transportation coordination model for Virginia and participated in Virginia’s Long-Range Multimodal Transportation Plan through the development of an issues paper on mobility, accessibility, and connectivity. Also in Virginia Mr. Dalton served as Project Manager for a Transit Development Plan for Greene County and for a transit plan for Radford University/City of Radford, and is currently serving in a similar capacity for a plan for the City of Suffolk. He also conducted a mobility management/coordination plan for Culpeper.

Training and Technical Assistance. With Easter Seals Project ACTION (ESPA), Mr. Dalton provided training and technical assistance to public transit agencies, human service organizations, private transportation providers, and others in their efforts to improve mobility in their communities. In Virginia he recently developed and facilitated a statewide mobility management workshop.

Operations Management. Mr. Dalton served as the operations manager for a non-profit agency that provided coordinated transportation services for older adults and people with disabilities. He supervised drivers, dispatch and scheduling operations, and vehicle maintenance. As the Assistant Director for Transit Services of Frederick County (MD), he was involved in operations planning that included services in rural parts of the county. Mr. Dalton has extensive experience with all aspects of operations through his assessment and evaluation of public transit services at the local, state, and national levels through his work with the Maryland Transit Administration (MTA) and ESPA.

Program Administration, Development, and Evaluation. Mr. Dalton has extensive experience with state level transit funding programs, including through the development of New Freedom and Job Access and Reverse Commute (JARC) Program applications for Virginia and Maryland. At the MTA, he developed, administered, and evaluated the State’s JARC Program, working with state agencies, transit providers, and social service providers to combine different funding sources through the JARC Program and expand options for people with lower incomes. Mr. Dalton recently interviewed programs in Virginia, Maryland, and New York State that are funded through the New Freedom and JARC Programs, particularly projects that are implementing mobility management activities. The results of these interviews were included in training programs and resource toolkits.

John (Jay) Evans, P.E., AICP

Principal

Cambridge Systematics, Inc.

Education

M.B.A., Darden Graduate School of Business, University of Virginia, 2000

B.S., Civil and Environmental Engineering, Cornell University, 1992

Professional Experience

Virginia DOT I-66 Multimodal Study. For the Virginia Department of Transportation (DOT), Mr. Evans served as the Project Manager for this comprehensive study of multimodal mobility option packages that could be used to address congestion and improve travel conditions in the I-66 corridor inside the Beltway. Mobility option elements under consideration include highway, high-occupancy vehicle, congestion pricing, transit, transportation demand management (TDM), bicycle, and integrated corridor management strategies. Evaluation techniques include use of the Transportation Planning Board Version 2.3 travel demand forecasting model. Mr. Evans has served as the lead author for the study reports and oversees all aspects of the work program, involving six subconsultants.

Fairfax County Transportation and Urban Planning, Design, and Engineering. For Fairfax County, Virginia, Mr. Evans served as the Program Manager leading Cambridge Systematics in providing a wide range of general transportation and urban planning skills to conduct areawide, subarea, and corridor-level analysis of transportation alternatives of all modes of transportation, and to support planning initiatives and urban planning design needs. He has served as the Project Manager or Principal-in-Charge on several tasks under the contract; including preparing a transportation and urban design analysis to support comprehensive plan revisions for the Tysons Corner area, leading an effort to reinvent the Springfield area in terms of both urban design and local multimodal connectivity, conducting a study into how TDM techniques can increase the effectiveness and efficiency of obtaining proffer commitments from developers and further reduce vehicle trips in the County, and updating the County subarea model.

Virginia DRPT I-66 Transit/TDM Study and I-95/I-395 Transit/TDM Study. For the Virginia Department of Rail and Public Transportation (DRPT), Mr. Evans was the Project Manager for two separate corridor-focused studies, providing recommendations on a comprehensive approach to the future provision of transit and TDM services and programs in each corridor. For the I-95/I-395 project, Cambridge Systematics worked to develop a comprehensive alternative transportation plan to reduce congestion through the increased use of enhanced transit and TDM services in the corridor with the introduction of high-occupancy toll lanes. For the I-66 project, Version 2.2 of the Metropolitan Washington Council of Governments (MWCOG) model was used to develop multimodal travel forecasts for the transit alternatives studied. Sensitivity analyses were used to explore travel behavior associated with longer distance trips.

David Jackson, AICP

Senior Associate

Cambridge Systematics, Inc.

Education

M.S., Civil Engineering, Georgia Institute of Technology, 2005

M.C.R.P, City and Regional Planning, Georgia Institute of Technology, 2005

B.S., Civil Engineering, Georgia Institute of Technology, 2000

Professional Experience

David L. Jackson, AICP is a Senior Associate of Cambridge Systematics with 13 years of experience in transportation planning. Prior to joining Cambridge Systematics in 2008, Mr. Jackson served as a principal planner leading air quality planning and conformity analysis, performance measure development, and scenario testing at the Atlanta Regional Commission, the Metropolitan Planning Organization (MPO) for the Metropolitan Atlanta region.

Maryland Annual Attainment Report on Transportation System Performance. For Maryland DOT, Mr. Jackson served as the CS team project manager developing the 2012 and 2013 Attainment Reports. This is a high-priority project for Maryland DOT that includes working across multiple MDOT departments and modal agencies to gather and interpret data, develop strategies to address performance deficiencies, and manage a fixed schedule of multiple client reviews and comments. The report is delivered annually to the Governor and General Assembly in advance of the legislative session.

Los Angeles MTA Congestion Mitigation Fee Program – Greenhouse Gas Emissions Impact Tool. For Los Angeles MTA (LA MTA), Mr. Jackson served as the task manager developing a GHG emissions reduction sketch planning tool as an enhancement to the CS developed CMP Fee Revenue and Growth Forecast Calculator. The objective of this additional functionality within the LA MTA CMP toolset is to provide the resource necessary for individual subregions and cities within the region to estimate the criteria emissions and greenhouse gas impacts of the candidate projects they specify in their prototype fee programs. The tool includes 12 project types representing a diverse portfolio of on-road, mobile source GHG reduction strategies including multiple local and regional transit strategies.

Virginia Office of Intermodal Planning and Investment (OIPI). Mr. Jackson is leading efforts with OIPI to develop a Corridor Master Plan process for the Corridors of Statewide Significance as developed in VTRANS. The Corridor Master Plan process evaluation includes development of a decision support tool that identifies typical data sources and analysis tools supporting the development of a Corridor Master Plan. As part of the development process, Mr. Jackson also led strategy development and analysis tasks supporting the completion of the North-South Corridor Master Plan, which evaluated multimodal transportation strategies between I-95 and Dulles Airport in Northern Virginia.

Erin J. Flanigan, P.E., PMP

Principal
Cambridge Systematics, Inc.

Education

M.S.E., Transportation Engineering, University of Texas at Austin, 1994
B.S.C.E., Civil Engineering, Purdue University at West Lafayette, 1987

Professional Experience

Ms. Flanigan is a Principal of Cambridge Systematics with more than 20 years of experience leading and managing research and analyses projects, with the last 7 years specifically concentrating in key national transportation areas. Her project experience includes large scale ITS deployment projects and working with the Federal Highway Administration (FHWA) Office of Operations on tasks including Capability Maturity Model workshops, the Rural Interstate Corridor Communications study, Data Quality Workshops, and Linking Planning and Operations activities.

State DOT ITS-related Programs. Ms. Flanigan has worked closely with state departments of transportation (DOT) on statewide ITS strategic business plans, benefit/cost analysis, and ITS architecture efforts. These planning activities involved extensive outreach activities and training sessions. Ms. Flanigan also has worked with the American Association of State Highway and Transportation Officials, the National Cooperative Highway Research Program (NCHRP), and the National Highway Institute on various technical, research, and planning efforts.

Virginia DOT ITS Benefit/Cost Evaluation. Ms. Flanigan was the Project Manager developing a Virginia DOT Six-Year Operation Improvement Program to provide a benefit/cost analysis on planned expenditures for the future deployment and enhancement of statewide operations and ITS. A customized framework of the IDAS model, based in an Excel spreadsheet, was developed and used to generate estimates of how the DOT's Operations programs are improving system performance in the five DOT regions and along key corridors.

FHWA IDIQ Contracts. Ms. Flanigan is the Program Manager on several Cambridge Systematics FHWA Indefinite Delivery/Indefinite Quantity (IDIQ) contracts, which include: Technical Support and Assistance for the FHWA's Office of Operations (DTFH61-06-D-00004, DTFH61-12-D-00036, DTFH61-12-D-00042, and DTFH61-12-D-00048) and Technical Support for the Office of Safety (DTFH61-05-D-00026). In this capacity, Ms. Flanigan is responsible for tracking task order progress, contracting with the Cambridge Systematics team subconsultants, monthly progress reporting and invoicing, proposal preparation, and quality assurance/quality control.

Laurie L. Hussey

Principal
Cambridge Systematics, Inc.

Education

M.S., Information Resources Management, Syracuse University, 1985
B.A., Communications and English/Creative Writing, Oberlin College, 1982

Professional Experience

FTA Section 5309 New Starts Program. Since 1997, Ms. Hussey has been supporting the Federal Transit Administration (FTA) on its Section 5309 New Starts Program, including financial and transit-supportive land use reviews of New Starts projects nationwide; development of guidance on New Starts criteria used both by project proponents and FTA oversight contractors; preparation of summary reports on criteria assessments; and reviews of environmental and other documentation prepared for New Starts projects. Also for the FTA, Ms. Hussey is providing technical assistance to Small or New Start projects.

Virginia DRPT Capital Programming Procedures Manual. For the Virginia Department of Rail and Public Transportation (VDRPT), Ms. Hussey assisted in creating a Capital Programming Procedures Manual. One of the DRPT's roles is to administer grant programs that help fund public transit activities, including capital projects. The manual recommended business process improvements for allocation of funds, evaluation of grant applications, and management of grant contracts.

New and Small Starts Project Development. Ms. Hussey supports a number of local large- and medium-sized transit agencies in the development of New and Small Starts projects, including the Massachusetts Bay Transportation Authority's (MBTA) Silver Line and its Fitchburg Line; four Metra commuter rail corridors in Chicago; the Kenosha-Racine-Milwaukee project; and the Madison (WI) Transport 2020 project. This support includes Federal strategy and development of New and Small Starts filings with the FTA.

Financial Analysis and Planning. At both the local and national levels, Ms. Hussey has substantial experience with transportation finance. For over a decade, she has served as the Managing Editor for the *Innovative Finance Quarterly* newsletter, which provides practical, case-oriented information on innovative financing, funding, and procurement strategies for transportation infrastructure investments. She prepared an *Innovative Finance Primer* and a companion brochure for the Federal Transit Administration (FTA) which provides regional and local transportation officials with guidance on the array of innovative financing tools and techniques advanced by the U.S. DOT.

Triangle Transit Authority Program Management. Ms. Hussey supports a number of local large- and medium-sized transit agencies in the development of New and Small Starts projects, including the Massachusetts Bay Transportation Authority's (MBTA) Silver Line and its Fitchburg Line; four Metra commuter rail corridors in Chicago; the Kenosha-Racine-Milwaukee project; and the Madison (WI) Transport 2020 project.

Feng Liu, Ph.D.

Senior Associate
Cambridge Systematics, Inc.

Education

Ph.D., City and Regional Planning, University of Pennsylvania, 1996
M.S., Environmental Science, Beijing Normal University, 1986
B.S., Geography, Zhongshan University, 1983

Professional Experience

Dr. Liu has more than 20 years of experience in a wide spectrum of planning issues at local, metropolitan, and state levels. He has strong technical expertise in a variety of planning techniques, methods, and modeling tools such as transportation demand forecasting, integrated land use and transportation modeling, nonmotorized modeling, traffic simulation and modeling, visioning and scenario planning tools, geographic information systems and visualization tools, statistical analysis, and equity analysis.

Model Development. In Maryland, he developed countywide and subarea models in Anne Arundel County, and managed development of an integrated land use and transportation model for the Baltimore region. In Virginia, he has developed models for Harrisonburg, Blacksburg-Christiansburg, Richmond, and Richmond-Virginia Beach-Hampton Roads Region in Virginia. He also conducted Statewide Traffic Growth Forecasting in Pennsylvania, expanded the regional model for Shreveport, Louisiana, and enhanced the Triangle Regional Model through development of non-motorized travel model in North Carolina. In the Washington region, Dr. Liu advised the Metropolitan Washington Council of Governments on model developments; and led the development of Short-Term Ridership and Revenue Forecasting Model for WMATA. Currently, he is leading the bike model development for the LA MTA.

Model Applications. Dr. Liu has experience in model applications, including regional, corridor, and subarea planning studies, transit and highway planning, air quality analysis, alternatives analysis, traffic simulation and impact studies, comprehensive planning, Smart Growth, long-range transportation planning, transportation improvement programming, and environmental justice analysis. In Virginia, he has participated in the I-66 Multimodal Study; the North-South Corridor Multimodal Study; the I-64 Hampden Roads Bridge Tolling DEIS, Fairfax County Dulles Area Study; the I-95/I-395 Bus Rapid Transit Study; Loudoun County Transit Plan Update; Prince Williams County Mass Transit Plan; Loudoun County Transportation Plan; and Hampton Roads Toll Feasibility Study. For the Triangle Transit in North Carolina, he led the transit demand and ridership forecasting in support of alternative analysis for determining the locally preferred alternative and New Starts funding application. For Maryland Transit Administration, he managed technical support and provided oversight on the travel demand forecasting and ridership forecasting related to two bus rapid transit projects in Montgomery County, Maryland.

Christopher D. Porter

Principal

Cambridge Systematics, Inc.

Education

M.S., Transportation, University of California at Berkeley, 1995

M.C.P., City Planning, University of California at Berkeley, 1995

B.C.E., Civil Engineering, University of Minnesota, 1993

Professional Experience

Christopher D. Porter is a Principal of Cambridge Systematics with 16 years of experience in public transportation and land use, economic impact evaluation, air quality and greenhouse gas evaluation, and travel demand management. Mr. Porter has extensive familiarity with the Federal Transit Administration's (FTA) New Starts process, having supported the analysis of land use, economic development, and environmental impacts associated with New Starts projects for 14 years and assisting FTA in developing new evaluation methods.

FTA Oversight of New Starts Projects. In support of the FTA New Starts Report to Congress on Funding Levels and Allocation of Funds for Transit Major Capital Investments, Mr. Porter has evaluated the transit-supportive land use of more than 40 projects considered for Section 5309 funds in fiscal years 1999 through 2013. He also has helped the FTA update methodologies for evaluating land use benefits and prepare Technical Guidance on Section 5309 New Starts Criteria. In addition, Mr. Porter led research for the FTA to develop methodologies for assessing the economic benefits of transit projects applying for Section 5309 New Starts funds and developed a set of criteria for incorporating economic development effects within the New Starts process. As part of this work he estimated the economic development benefits of proposed bus rapid transit and light rail New Starts investments in Cleveland and Pittsburgh.

TCRP H-41 – Assessing and Comparing Environmental Performance of Major Transit Investments. For the Transit Cooperative Research Program (TCRP), Mr. Porter was Principal Investigator of a project to present, evaluate, and demonstrate criteria, metrics, and methods for assessing and comparing the environmental performance of major transit investments, including FTA 5309 New Starts and Small Starts projects. The results offer a basis for assessing and comparing these transit projects and offer project sponsors methods for assessing transit projects with regard to environmental performance.

Fairfax County TDM Policy. For Fairfax County (Virginia), Mr. Porter led a study into how TDM techniques can increase the effectiveness and efficiency of obtaining proffer commitments from developers. As part of this study, Mr. Porter directed the design, conduct, and analysis of Internet and telephone surveys of property managers, employers, workers, and residents of the County. The study resulted in a TDM Manual for developers and a set of recommendations for incorporating TDM strategies into new development.

Brennan S. Collier

Associate/Environmental Group Leader
McCormick Taylor, Inc.

Education

B.A., Interdisciplinary Studies - Environmental Science, George Mason University, 1998
B.A., Geology, George Mason University, 1998
Certificate, Environmental Management, George Mason University, 1998

Professional Experience

VRE Cherry Hill Third Track. Ms. Collier served as the Environmental Project Manager leading environmental studies and public participation services for this project. The project involved the completion of an Environmental Assessment and Preliminary Design for the addition of approximately 11.4 miles of mainline third track within the existing CSX Transportation RF&P right of way. Multiple complexities surrounded the project, including project work prior to identification of a lead agency. As a result, the NEPA document was prepared for either FTA or FRA approval. Midway through the project, it was identified as an ARRA funded project, increasing the coordination efforts with multiple stakeholders, including CSXT and FRA. A FONSI and Individual wetland permits were successfully obtained under an abbreviated project schedule.

VRE Gainesville-Haymarket Extension. Ms. Collier will serve as the Environmental Project Manager for this project. Environmental studies and public participation services will involve the completion of an Environmental Assessment and Preliminary Design for the addition of approximately 11 miles of mainline track within the existing Norfolk Southern right of way.

MTA Red Line Corridor Transit Corridor Study. Ms. Collier assisted in the alternative analysis process and early planning for the Draft Environmental Impact Statement for a light rail and bus rapid transit project through Baltimore City and Baltimore County. Project work included assisting in the overall management of the FTA documentation for the Maryland Transit Administration (MTA).

Certified Training Instructor. Ms. Collier is a Certified Trainer for FHWA's National Highway Institute (NHI) and conducts nationwide training for state and federal highway officials and consultants on NEPA and Section 4(f) processes. She has led 13 three-day courses in Phoenix, AZ; Lincoln, NE; Charleston, WV; Sacramento, CA; Atlanta, GA; Denver, CO; Anchorage, AK; Bismarck, ND; Newington, CT and Juneau, AK and participated in three others in Clearfield, PA, Nashville, TN, and Baltimore, MD. Ms. Collier was recognized by the NHI as an "Instructor of Excellence" in 2011.

VDOT Environmental Documentation & Related Services Statewide. Ms. Collier leads McCormick Taylor's environmental team on this three-year/ \$5 million per year on-call contract for VDOT. This is the third contract McCormick Taylor has been a part of for VDOT. Nearly 20 tasks orders have been completed under these contracts, including some of VDOT's most controversial projects. Tasks have involved the preparation of NEPA documentation, wetlands/streams delineation and permitting, cultural resource surveys, and air & noise studies. Projects have included roadways on new alignment, interchange improvements, roadway widenings, and HOT/HOV/Express Toll lanes projects.

Patsy Napier

Public Involvement & Graphics
McCormick Taylor, Inc.

Professional Experience

Ms. Napier is a Senior Technical Advisor and Project Manager in McCormick Taylor's Richmond, VA office. She has 45 years of experience, 37 years of Preliminary Engineering and Public Involvement experience with the Virginia Department of Transportation (VDOT). Ms. Napier was the Program Manager for VDOT's Location and Design Division, Public Involvement Section and Special Studies Section. During her time at VDOT and McCormick Taylor, Ms. Napier has gained extensive experience in Preliminary Engineering, Location/Corridor Studies, Feasibility Studies and Public Involvement and Graphics.

VDOT I-64 Peninsula Study Environmental Impact Statement. Ms. Napier is the Task Leader responsible for all Public Involvement activities, including leading the preparation of Citizens Information Meetings and the Location Public Hearings. Additional tasks include stakeholder/agency coordination and development of materials for the VDOT website.

VDOT Route 29 Corridor Plan. Ms. Napier served as McCormick Taylor's Project Manager, providing assistance in the areas of communications/public outreach, data collection and inventory, analysis and context for economic development and local goals, development of the short-term/intermediate Action Plan, interim corridor recommendations, development of the Corridor Blueprint, and development of final reports and multiple presentations to local citizen groups.

VDOT 2035 Statewide Highway Plan. Ms. Napier served as McCormick Taylor's Project Manager, leading the Public Outreach efforts for this Statewide Planning effort including development of Communications Plan, coordination with local governments, project web site updates and graphic materials for public meetings.

VDOT Environmental Documentation & Related Services Statewide. Ms. Napier has assisted on various project tasks on this three-year/ \$5 million per year on-call contract for VDOT. This is the third contract McCormick Taylor has been a part of for VDOT. Nearly 20 tasks orders have been completed under these contracts, including some of VDOT's most controversial projects. Ms. Napier's tasks have involved the preparation of NEPA documentation and compliance with public involvement requirements for various projects, including the Bridgewater Bypass.

VDOT Computer Generated Design Rendering Contract, Statewide. Ms. Napier also managed this on-call contract involving the design and preparation of before/after design renderings, web site development, computer animations and multimedia products. Samples of the task completed under this contract are as follows:

- Belmont Ridge Road in Loudoun County
- Georgetown Road in the City of Charlottesville
- Hollins Road in the City of Roanoke
- Progress Road in the Town of Blacksburg
- Port Republic Road in Rockingham County

John F. Mullen, AICP, PP

Senior Transportation Planner / Communications Specialist
McCormick Taylor, Inc.

Education

Entrepreneurship Certificate, University of Pennsylvania - Wharton School of Business, 2012
B.L.S., Communications, Political Science & Marketing, Iowa State University, 1997

Professional Experience

Mr. Mullen has extensive experience in managing multimodal transportation planning and public involvement programs for both small and large-scale capital improvement projects. He participates in all aspects of the project development process, including project scoping, preliminary engineering and final design. Mr. Mullen is an instructor for the National Transit Institute's (NTI) Transportation and Land Use Course, and he promotes sound, practical and sustainable multimodal transportation solutions to communities around the country. He has received training from the National Highway Institute (NHI) in NEPA regulations, project scoping and development, transportation decision-making, Section 4(f), and Instructor Development (IDC).

NJDOT Agency Implementation Plan for the NJ State Strategic Plan. As part of McCormick Taylor's three-year term agreement with NJDOT to provide support for statewide planning strategies, Mr. Mullen is the project manager for the development of NJDOT's Agency Implementation Plan (AIP) in response to the new State Strategic Plan (SSP). The project includes development of a framework for collaboration across NJDOT functions, review of the SSP and supporting documentation, the development of preliminary NJDOT implementation strategies, the refinement and finalization of implementation strategies in context with the SSP goals and objectives, and coordination with outside agencies, including ongoing collaboration with NJ Transit.

NJ Transit Statewide Corridor Planning Task Order Contracts Program. Mr. Mullen is the Deputy Project Manager for NJ Transit's statewide "Corridor Planning" Task Order Contract (TOC). The contract includes the assessment of transit suitability in a variety of local or regional "corridors" that will continue to be a key function of the Capital Planning Department. These assessments consider a wide range of issues including land use, demographics, existing travel patterns, local planning and zoning, transit modes and environmental impacts.

SEPTA Norristown High Speed Line Extension (NHSL) Project. Mr. Mullen is the Project Manager for the Norristown High Speed Line Extension Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS) public outreach program. Known locally as the "King of Prussia Rail Project," the project proposes to extend the Norristown High Speed Rail Line to various destinations within the King of Prussia area. As part of this effort, Mr. Mullen leads the development and implementation of a robust public outreach strategy that informs the public about the project, gauges public opinion, and integrates public feedback into the AA/DEIS.

Andrew B. Smith

Vice President/Senior NEPA Specialist
McCormick Taylor, Inc.

Education

Professional Certificate, Historic Preservation, Goucher College, 1996
B.S., Geography & Environmental Planning, Towson State University, 1980

Professional Experience

Mr. Smith is a Senior NEPA Specialist with 31 years of experience in transit and transportation planning, environmental analysis and environmental documentation for both large and small-scale transportation projects. Prior to joining McCormick Taylor, Mr. Smith served as Section Chief for the Maryland Mass Transit Administration's Project Development Group where his primary responsibilities included oversight for approximately 20 projects, supervision of six project managers, and the planning and development of many light rail and Commuter Rail projects. Mr. Smith is thoroughly familiar with all phases of NEPA and related documentation required by the Federal Transit Administration, Federal Highway Administration and other federal and State environmental and modal agencies. Mr. Smith's Project experience includes all aspects of NEPA documentation for transit and highway projects.

Red Line Corridor Transit Study, Baltimore City and County. The Maryland Transit Administration (MTA) Red Line Corridor Transit Study is evaluating Bus Rapid Transit (BRT) and Light Rail Transit (LRT) for a 10.5-mile transit corridor between the Security Square area to the west and Patterson Park to the east. Mr. Smith's staff is responsible for the preparation of the project DEIS/Draft Section 4(f) evaluation. Key issues for this project include community impacts and an extensive Section 106 and Section 4(f) evaluation of the built environment having historic districts and individual structures of the built environment. Environmental technical reports are being prepared for Noise and Vibration, Cultural Resources and Natural Resources. The project includes an extensive outreach program of five individual working groups to identify community and environmental justice concerns. Mr. Smith's staff is responsible for supporting MTA's environmental manager in developing inventory mapping to support project team, community and agency coordination efforts.

I-270/US 15 Multi-Modal Corridor Study, Montgomery and Frederick Counties, MD. Mr. Smith served/ and is serving as the Environmental QA/QC Manager overseeing the management, review and technical services for this project to investigate options that relieve congestion and improve safety conditions along the corridor extending approximately 32 miles. Mr. Smith's involvement in the project includes a "Corridor Cities Transitway" for exclusive use by light rail transit (LRT) or bus rapid transit (BRT), premium express bus service on I-270 and TSM/TDM strategies such as ITS technologies. The project involves close coordination with the Federal Transit Administration to obtain approval of the Draft Environmental Impact Statement (DEIS) and preparation of New Starts documentation. Additional studies on this project include identification of Yard & Shop facility locations, a joint use bus depot and coordination with surrounding communities and adjacent developments.

Elisa Nichols

President & Chief Executive Officer
Kensington Consulting, LLC

Education

M.A., English Language and Literature, University of Maryland, 1995
B.S., Psychology, University of Maryland, 1979
B.A., English, University of Maryland, 1979

Professional Experience

Ms. Nichols is a safety and security professional with over 25 years of combined experience in safety and security. She has been a consultant since 1998, first with SG Associates ('98-03), and then BMI-SG ('03-'05) before starting her own firm.

Her experience combines hands-on safety and security experience providing safety and security at the University of Maryland, the provision of system safety and security consulting for a number of transit systems, and safety and security auditing for many of the nation's major transit systems and facilities. These have included some of the most important facilities in our nation's capital (Union Station, L'Enfant Plaza and Amtrak's Ivy City rail yard) and in other cities (Penn Station, NYC; Union Station, Los Angeles; Camden and Penn Stations, Baltimore, MD). Currently, she provides safety and security consulting services for the Virginia Railway Express (VRE) and the emergency preparedness planning for the Baltimore Metropolitan Council. Ms. Nichols also teaches courses in Safety and Security for the Transportation Safety Institute of the FTA and the National Transit Institute of Rutgers University, New Brunswick, NJ, for whom she also assisted in the development of courses in Chemical, Biological and Nuclear threats, and in the Homeland Security Department of Northern Virginia Community College.

She has also reviewed and prepared security plans, many transit agencies, including the VRE and Tri-Rail Commuter Rail operating contractor Herzog, Inc., And has provided safety and security auditing for the Regional Transportation District's Light Rail Operations Control Center, HARTline's TECO historic street car system in Tampa, FL and the Southern California Regional Rail Authority's MetroLink Commuter Rail system. Security reviews have been performed at the Maryland Transportation Authority's Transit Police, Amtrak Police, New Jersey Transit Police and Chicago Transit Authority Police, among many others. Safety consulting projects include working with the MTA-MD's transit system, which includes commuter rail (MARC), Metro subway, Central Light Rail, transit and commuter bus and paratransit systems and MARTA in Atlanta, GA. Emergency Preparedness Exercise experience includes St Louis' MetroLink System, Charlotte's CATS system, the VRE, Washington DC's Metro, MARTA and New Orleans's RTA

Andy Boenau, AICP

Senior Project Manager

Timmons Group

Education

B.S., Civil Engineering, Virginia Polytechnic Institute and State University, 1998

Professional Experience

Andy is a transportation planner who specializes in the messaging and outreach efforts of planning and design projects. He translates technical jargon and transportation issues in a way that lay audiences can actively participate as stakeholders. He facilitates project workgroups, interactive community meetings, social media engagement, and project materials intended for public distribution. Andy has been a featured author and speaker on issues related to community engagement at regional and national forums, including American Planning Association, Institute of Transportation Engineers, Transportation Research Board, and Congress for New Urbanism.

The following list includes a cross-section of projects that Andy either managed or played a lead role in the public participation process.

- Springfield Road Multimodal Study, Henrico County, VA
- Greater Richmond Transit Company Transportation Planning On-Call, Richmond, VA
- Virginia Commonwealth University Traffic and Transit On-Call, Richmond, VA
- Fort Lee Transit Master Plan, Crater Planning District Commission localities, VA
- Southern Avenue Multimodal Study and Environmental Assessment, Washington, DC
- Joint Base Anacostia-Bolling Transportation Management Program, Washington, DC
- Citywide Transportation Planning Manual, Washington, DC
- Old Town Area Master Plan and Circulation Study, Alexandria, VA
- Fredericksburg and Spotsylvania National Military Park General Management Plan Development and Environmental Impact Study, Fredericksburg and Spotsylvania County, VA
- Hull Street Corridor Revitalization Plan, Richmond and Chesterfield County, VA
- Strategically Targeted Affordable Roadway Solutions (STARS), Statewide, VA
- Leeland Road Bicycle Safety Study, Fredericksburg, VA
- Franklin County Access Management Guidebook, Franklin County, VA
- Route 20 Corridor Study, Town of Orange and Orange County, VA
- Manassas National Battlefield Park EA and EIS, Prince William County, VA
- Small Urban Area Transportation Plans, 14 jurisdictions in VA

Lori Diggins

Principal
LDA Consulting

Education

Certificate in Dispute Resolution, Pepperdine University Law School
M.S., Transportation, Northwestern University
B.S. Engineering, University of Maryland

Professional Experience

For more than 25 years, Lori Diggins has provided analysis and policy expertise to public and private clients. She concentrates her consulting in the area of transportation and air quality policies and programs, with a particular emphasis in transportation demand management (TDM) and primary work in transportation evaluation and market research.

Arlington County (VA). Commuter Service Support. Seventh year of an ongoing project to assess performance of travel assistance. Conducted surveys of residents, employees, and business leaders, and customer satisfaction and travel change surveys of ACCS customers. Developed method to estimate impacts of ACCS programs. Assist County to integrate travel data into long-term planning master plan efforts.

Virginia TDM Plans. Assisted TDM agencies in Virginia to define strategic goals and objectives.

Virginia TDM Performance Reviews. Conducted detailed organizational / service performance reviews for 2 DRPT-funded TDM agencies.

I-66 and I-395/I95 Transit / TDM Studies. Recommended and analyzed impacts of TDM strategies to complement HOT lanes and BRT planned for major interstate corridors in Virginia (I-66, I-395/95).

Commuter Connections TDM Evaluation. Leading the sixth three-year TDM Evaluation Projects for the Metropolitan Washington COG. Guides all phases of the projects, conducts regional State of Commute survey and user surveys. Prepared TERM Analysis Reports in 1999, 2002, 2005, 2008, and 2011.

New Jersey TDM Strategic Vision. Facilitated a year-long task force of 30 public and private organizations to develop a TDM vision, goals, and strategic actions. Define 60 TDM strategies feasible for implementation in New Jersey; compiled strategies in a “compendium” guidance companion to Plan documents.

Jawahar Mehra, PE, PTOE

President

MCV Associations, Inc.

Education

M.S., Industrial Engineering, 1972

B.S., Mechanical Engineering, 1969

Professional Experience

Mr. Mehra has over forty years of experience in the areas of project management, traffic engineering and transportation planning. He has managed numerous traffic engineering/operations studies including traffic analysis, parking analysis and data collection.

Transportation Planning/Forecasting. Mr. Mehra was the Project Manager for the VDRPT's On-call planning studies and managed MCV's tasks. He managed the Dulles Corridor Metrorail Project - Station Traffic Circulation Study For Preliminary Engineering Extension To Dulles Airport / Route 772 to validate the station layouts and the traffic forecasts as they relate to station access issues for the Metrorail Extension.

Mr. Mehra has conducted statewide, regional, corridor and subarea planning studies in Fauquier County, Warren County, Fairfax County, Loudoun County, Chesterfield County, the Richmond area, Hampton Roads, Tri-Cities, and Prince William County in Virginia. In Maryland, Mr. Mehra has conducted planning studies for Montgomery County, Baltimore County, Prince George's County, and Silver Spring. Nationally, he has conducted planning studies for York County, Pennsylvania; Denver, Colorado; New York City, and Connecticut.

Mr. Mehra has managed multimodal planning studies for a broad range of clients. He was the Project Manager for the study to evaluate the impacts of Disney America using the MINUTP model. He was the Project Director for the New Approach Study for Integrating Transportation and Development in the National Capital Region using the MINUTP model. He investigated and developed operational procedures for addressing weekend travel in the statewide forecasting process for the Federal Highway Administration. Mr. Mehra was also the Principal Investigator of a FHWA study on Analysis and Use of Trip Generation Rates resulting in S.I.T.E. Handbook and updated NCHRP 187 trip rates.

Traffic Engineering. He has managed several traffic planning and engineering studies with extensive experience in traffic simulation models such as Synchro, CORSIM, TRANSYT-7F, etc. He managed the traffic analysis study for Fort Meade in Maryland that used the CORSIM Model to evaluate roadway improvements to accommodate security measures implemented after September 11, 2001. He was also the Project Manager for a three year transportation planning "on-call" contract with VDOT for Region 2. As part of this contract the Tysons Corner area was analyzed using the Synchro model. Approximately 40 signalized intersections were analyzed for the existing conditions and future conditions. CORSIM Model was also used on several other projects to evaluate corridors such as the Eisenhower Avenue corridor for the Patent and Trademark Office in Alexandria.

Alberto Gonzalez

President/Senior Creative Director
Pulsar Advertising

Education

B.F.A., Academy of Art College, University of San Francisco, 1982

Professional Experience

Mr. Gonzalez has over 20 years of strategic marketing and creative advertising experience in all segments of the commercial and consumer markets. His career was established while working for large multinational ad agencies, positioning Fortune 500 clients' products. He has developed creative programs for state transportation agencies, construction mitigation programs, transit, transportation demand management (TDM) programs, highway safety programs, 511 traveler information systems, rail safety programs and multi-ethnic pedestrian and motorist programs.

Arlington County Commuter Services and Arlington Transit. Since Pulsar first worked on the original Commuter Assistance Program, Alberto has overseen the development of every campaign including the current Car-Free Diet campaign. He oversees the strategic branding of all aspects of the ACCS program ensuring that all elements can clearly be seen as part of a coordinated communications effort. Under the branding umbrella, Alberto also has overseen the development of both the ART and Commuter Store brands.

VDOT - Springfield Interchange Communications. Mr. Gonzalez has been responsible for all creative direction on this multi-media project. The Springfield Interchange project is one of the largest public works projects in the nation impacting thousands of travelers in one of the country's busiest transportation corridors. Project elements include direct mail, radio, public relations, special events and a dedicated website.

DRPT - Dulles Corridor Metrorail Extension Project. This rail extension project involved conveying an overall image of a complex multi-billion dollar project to a wide variety of constituencies. The Virginia Department of Rail and Public Transportation (DRPT) assigned Mr. Gonzalez with overall responsibility for developing the communications program to the Northern Virginia public and various stakeholders.

VDOT - IDEA66 - Interstate 66 Improvements. Developed creative platform for outreach and research to study alternatives for possible improvements to the I-66 corridor.

VDOT- 511Virginia.org. Mr. Gonzalez' visionary ideas about providing all the tools to assist consumers in meeting their mobility needs were captured in the newly designed 511Virginia.org website (as well as five regional sites). This family of sites are a dynamic, intuitive, and comprehensive traffic and travel information resource for all residents and visitors of the Commonwealth.

Jim Wright

Partner, Strategic Planner
Pulsar Advertising

Education

B.S., Business, State University of New York, 1986

Professional Experience

Mr. Wright brings more than 25 years of senior management and advertising/public relations expertise. Jim is responsible for developing strategic marketing plans for several clients including the Virginia Department of Transportation's Virginia Megaprojects, the 511 Virginia website, Hampton Roads Transit/TRAFFIX branding and communications plan, as well as the launch of HRT's new light rail service – The Tide and lead strategic planner on all Pulsar's community/business outreach clients. All of these campaigns included integrated advertising/marketing and stakeholder outreach plans as well as identifying cost efficient ways to brand the unique product/service within the target audience. In addition, Mr. Wright is a trained facilitator and has experience in leading and directing contentious groups to consensus around complicated public issues.

Virginia Megaprojects - Mr. Wright has been a strategic leader in creating the *Virginia Megaprojects Employer Solutions Team (EST)* responsible for developing a B2B strategy to businesses in Tysons Corner, one of the nation's top 10 largest business centers. Jim provides strategic direction and planning for the EST, who meet directly with employers, chambers of commerce, property managers and trade associations in addition to Fairfax County government officials to encourage businesses to develop strategies and practices that help their employees reduce commuter related vehicle trips during the Dulles Metrorail Extension and I-495 HOT Lanes construction phases. In addition to directly engaging hundreds of businesses in the last year, Jim and the EST have created a comprehensive communications network reaching more than 80,000 employees through the use of the Megaprojects Customer Relationship Management system.

Hampton Roads Transit Vision Plan, Department of Rail and Public Transportation (DRPT): Led efforts to bring the lead Hampton Roads communicators together to support the development of the Hampton Roads Transit Vision Plan Marketing Framework. Worked with key communicators from the various localities, key businesses, non-profits and the military to secure their involvement in the crafting of the Marketing Framework and their long-term support of the Transit Vision Plan.

Transurban - Virginia HOT Lanes Project. The newest project in northern Virginia to reduce congestion is the development of HOT lanes on I95/395 and the Capital Beltway. Mr. Wright's leadership resulted in Pulsar developing numerous materials and a brand new website in support of the client's objectives to bring HOT lanes to northern Virginia.

John Martin

President & Chief Executive Officer
Southeastern Institute of Research, Inc.

Education

M.B.A., Virginia Commonwealth University
B.A., Economics, Washington & Lee University

Professional Experience

John W. Martin is the president and CEO of the Southeastern Institute of Research, Inc. (SIR), a 48-year-old full service marketing research firm headquartered in Richmond, Virginia. Prior to joining SIR, John was the chief marketing officer for PBM Products, a \$120 million consumer products company. While at PBM, John orchestrated consumer product launches through leading national retailers including Wal-Mart, Kmart, Target, Kroger, Albertson's, CVS and dozens of other national chains.

John began his marketing career at Siddall, Matus & Coughter (SMC), an award-winning communications firm headquartered in Richmond, Virginia. John joined SMC as a young intern and ended up as the firm's president, leading the agency's client program development work in health care, financial and transportation categories. Many of the transportation-related marketing programs guided by John were recognized by the American Marketing Association (AMA) and the Association for Commuter Transportation (ACT) as the most effective communications outreach campaigns in the country.

While at SMC, John led the firm's communications work to introduce Atlanta's HOV system; supported the employer outreach efforts behind the 1996 Summer Olympics in Atlanta; ramped up the clean air awareness building campaigns in Houston, Chicago, Washington and Massachusetts; and, was a member of the team that designed the congestion mitigation program that kept the Springfield Interchange (I-95 and I-495) open during its 8-year expansion project.

In 2003, John took over SIR and immediately focused the research institute on high-profile transportation projects – facility construction projects and transportation demand management (TDM) marketing programs. This included commuter and citizen-related research studies for Arlington County Commuter Assistance Program, Hampton Roads Transit (HRT), TRAFFIX, (Virginia) Department of Rail and Public Transportation, Dulles Corridor Metrorail Extension, Virginia Department of Transportation, Greater Richmond Transit Company, RideFinders, Rappahannock-Rapidan Planning District Commission, Northern Shenandoah Valley Planning District, Greater Richmond Chamber of Commerce and Telework!VA.

Recognizing the growing impact and opportunity presented by 78 million U.S. Baby Boomers as they redefine what it is like to grow old in America, John launched the SIR Boomer Project, a nationally recognized “think tank” on generational marketing. The Boomer Project tracks generational trends and provides strategic consultation to governmental agencies, associations and businesses on how to effectively market to Gen Y, Gen X, Boomer and Silent Generations.

Karen Smith

Senior Vice President, Research Strategy
Southeastern Institute of Research, Inc.

Education

Ph.D., Sociology, Arizona State University
M.A., Sociology, University of Missouri
B.A., Wichita State University

Professional Experience

Karen is SIR's senior vice president of research strategy and executive director of SIR Transportation Project. After being awarded a doctoral degree in sociology from Arizona State University, Karen has had a successful career in marketing and marketing research – working in both corporate and supplier positions. She has conducted a variety of different types of marketing and behavioral research, including market demand forecasting, imagery studies, new product development, advertising research, positioning studies and segmentation research. Her clients include some of the nations and the world's leading corporations, including Hallmark Cards, Ryder System, Ford Motor Company, Pillsbury, Levi Strauss & Company, Georgia-Pacific, John Hancock Insurance, Green Giant, Burger King, IBM, Allstate Corporation and Vlasic Foods International.

With over 25 years of experience conducting research, Karen is the most senior researcher for SIR. In this capacity she personally leads many of SIR's transportation-related research efforts, addressing such issues as transportation management planning, TDM and transit evaluation and planning, teleworking, innovative financing, HOV operations, HOT lanes' development, 511 traveler information service and commuter decision making. She regularly works with large groups of stakeholders, transportation professionals and other advisory groups.

Over the last dozen years, Dr. Smith has focused on transportation research, becoming one of the nation's leading transportation, TDM and transit marketing researchers. She has led the research efforts on such projects as the AMTRAK Virginia advertising research, Hampton Roads Transit The Tide Light Rail Marketing Research Study, I-66 Transit/TDM Market Research Study, I-95/I-395 HOT Lanes Transit/TDM Market Research Study, Dulles Corridor Metrorail Impact Study, Springfield Interchange Construction CMP (TMP) Research, Hampton Roads' Congestion Pricing, creative development of Virginia 511 Information Service, Dulles Toll Road Toll Increase Study, Virginia Beach Town Center Impact Study, Arlington County Impact of Transportation on Quality of Life Study, TRAFFIX Awareness and Imagery Tracking Study, VDOT's Customer Satisfaction Research, I-66 Inside the Beltway Multimodal Study, I-95 Richmond Bridges Restoration Research, and a host of other transportation, TDM and transit studies. She has pioneered the use of multivariate statistics for causal analysis in the transportation and multimodal arena. She conducted groundbreaking research for Arlington County Commuter Services that identified and quantified the impact of quality of transportation on quality of life. She conducted leading-edge research for the Virginia Department of Transportation that linked the relationship between resident expectations and satisfaction with transportation.

Robert G. Stanley

Independent Consultant

Education

M.R.P., University of North Carolina at Chapel Hill, 1972

B.F.A., Colgate University, 1969

Professional Experience

Strategic Transportation Planning and Analysis. Mr. Stanley has directed a number of strategic planning projects including the Transit Cooperative Research Program (TCRP) effort to examine “New Paradigms” in public transportation organizations and partnering agencies that has provided a new operational definition of “mobility management” (*TCRP Reports 53, 58 and 97, 2003*). More recently, he served on a team that expanded on the New Paradigms work (*TCRP Report 159, Transforming Public Transportation Institutional and business Models, 2012*). In addition, Mr. Stanley has directed a range of strategic planning assignments for state and local agencies, including the Washington Metropolitan Area Transit Authority (WMATA), the Central Indiana Regional Transportation Authority (CIRTA) in Indianapolis, the PENNDOT Bureau of Public Transportation, the NCDOT Public Transit Division; and, the TXDOT Public Transit Division. He also facilitated an evaluation of organizational consolidation among regional planning and operating agencies in San Diego, CA and directed a study for NJDOT of transportation strategies to support the state’s smart growth plans (2002). In addition, Mr. Stanley directed APTA’s first ISTEA-era strategic plan, *Transit 2000*.

Transit Funding and Finance. Mr. Stanley directed analyses of funding options for enhanced transit services in the I-95 and I-66 corridors around Washington, DC for the Virginia Department of Rail and Public Transportation (VDRPT). He served as Principal Investigator and author of *TCRP Report 129, Local and Regional Funding Mechanisms for Public Transportation (2009)*. He has also directed a number of other TCRP and NCHRP transit funding and financing projects, including: a series of three TCRP-sponsored projects to diagram and describe of the structure and mechanics of transit funding programs in all 50 states (2000-2003), work subsequently updated regularly by the US DOT Bureau of Transportation Statistics; a synthesis of transit-related flexible funding approaches by state DOTs and MPOs (*TCRP Synthesis 42, 2002*); an examination of the use of performance measures in allocating state transit funds (*TCRP Synthesis 56, 2004*); and the approaches taken by states and MPOs in programming Federal NHS and STP funds (*NCHRP Project 8-36(58) (2007)*). Mr. Stanley also directed a statewide assessment of bus management, governance, and finance for ConnDOT, and directed an assessment of *New Ways to Implement New Transportation Revenue Sources* for WASHCOG.

Previous Experience. Prior to becoming an independent consultant, Mr. Stanley served for 15 years as a Principal with Cambridge Systematics, Inc. in Washington, DC. In addition, he served as the Executive Director of Policy and Programs at APTA for 11 years, served on Congressional staff as an American Political Science Association Fellow, served on the policy staff at the Federal Transit Administration (then UMTA), and as a Senior Associate at Barton-Aschman Associates, Inc. in Minneapolis, MN.

2.3 References

Table 2.4 References

Project Name	Contact Name	Address	Telephone Number	Email Address	Dollar Amount
KFH Group, Inc.					
Maryland Transit Administration - Task Orders	Ms. Elizabeth Kreider	Maryland Transit Administration (MTA), Office of Local Transit Support, 6 St. Paul Street, Baltimore, MD 21202	410-767-3433	EKreider@mta.maryland.gov	\$ 5,700,000
Virginia Department of Rail and Public Transportation	Ms. Terry Brown	Department of Rail and Public Transportation, 600 E Main Street, Suite 2102, Richmond, VA 23219	804-786-1722	terry.brown@drpt.virginia.gov	\$ 2,007,000
North Carolina Department of Transportation - Task Orders	Ms. Cheryl Leonard	North Carolina DOT/Public Transit Division, 1 South Wilmington Street, Raleigh, North Carolina 27601	919-707-4675	cleonard@ncdot.gov	\$ 500,000
Vermont Public Transit Policy Plan (PTPP)	Mr. Scott Bascom	VTrans/RAPT Division, 1 National Life Drive, Montpelier, Vermont 05604	802-828-5748	sbascom@aot.state.vt.us	\$ 257,669
Cambridge Systematics, Inc.					
TCRP H-41 - Assessing and Comparing Environmental Performance of Major Transit Investments	Ms. Dianne Schwager	Transit Cooperative Research Program, Keck Center of the National Academies, Transportation Research Board, 500 Fifth Street, N.W., Washington, DC 20001	202-334-2969	DSchwager@nas.edu	\$ 600,000
Virginia DOT I-66 Multimodal Corridor Study	Ms. Valerie Pardo	Virginia Department of Transportation, 4975 Alliance Drive, Fairfax, VA 22030	703-383-2227	valerie.pardo@vdot.virginia.gov	\$ 2,496,155
FTA New Starts Financial Capacity Assessments	Ms. Carlene Jackson	Federal Transit Administration, 1200 New Jersey Avenue, S.E., Washington, DC 20590			\$ 400,000
McCormick Taylor, Inc.					
VDOT Statewide Environmental Documentation and Related Services On-Call Contract	Mr. Jeff Rodgers	Virginia Department of Transportation, Environmental Division, 1401 E. Broad Street, Richmond, VA 23129	804-371-6785	jeff.rodgers@vdot.virginia.gov	\$ 5,000,000
Project Planning, Environmental and Preliminary Design Services On-Call Contract	Mr. John Newton	Maryland Transit Administration, Environmental Planning Division, 6 St. Paul Street, 9th Floor, Baltimore, MD 21202	410-767-3769	jnewton@mta.maryland.gov	\$ 6,000,000
National Highway Institute Training Development and Delivery On-Call Contract	Ms. Mila Plosky	National Highway Institute, Federal Highway Administration, 1310 North Courthouse Road, Suite 300, Arlington, VA 22201	703-235-0527	mila.plosky@dot.gov	Varies

Table 2.4 References (Continued)

Project Name	Contact Name	Address	Telephone Number	Email Address	Dollar Amount
Kittelson & Associates, Inc.					
WMATA Flex Services	Mr. Jim Hamre	Washington Metro Area Transportation Authority, 600 Fifth Street, NW, Washington, DC 20001	202-962-2870	jhamre@wmata.com	\$ 575,000
ODOI ITS Innovations	Mr. Galen McGill	Oregon Department of Transportation, 800 Airport Road SE, Salem, Oregon 97301	503-986-4486	Galen.e.McGill@odot.state.or.us	\$ 430,000
Kensington Consulting LLC					
VRE System Safety and Security Services	Mr. Greg Deibler	Virginia Railway Express, 1500 King Street, Suite 202, Alexandria, VA 22314	703-684-1001	gotrains@vre.org	\$ 300,000
Timmons Group					
VDOT's Central Region (Richmond and Fredericksburg Districts)	Mr. Dale Totten	Virginia Department of Transportation, 1401 E. Broad Street, Richmond, VA 23219	804-524-6119	dale.totten@vdot.virginia.gov	\$ 6,000,000
LDA Consulting					
Metropolitan Washington Council of Governments (COG) TDM Evaluation	Mr. Nick Ramfos	Metropolitan Washington Council of Governments, 777 N. Capitol Street, NE, Suite 300, Washington, DC 20002	202-962-3313	nramfos@mwkog.org	\$ 600,000
MCV Associates, Inc.					
Code Orange Free Fare Evaluation Study	Mr. Rick Taube	Northern Virginia Transportation Commission, 4350 N. Fairfax Drive, Arlington, VA 22203	703-524-3322	rick@nvtcd.org	\$ 50,000
Pulsar Advertising					
Virginia Megaprojects	Mr. Steve Titunik	VDOT, 6363 Walker Lane, Suite 500, Alexandria, VA 22310	703-383-2530	steve.titunik@VDOT.Virginia	\$ 1,400,000
Southeastern Institute of Research, Inc.					
Route 7 Widening Project, Fairfax County, VA	Ms. Kerri Yap	VDOT Northern Virginia, 4975 Alliance Drive Fairfax, VA 22030	703-259-2950	kerri.yap@vdot.virginia.gov	\$ 209,000
Robert G. Stanley					
TCRP Project 43, Report 159, Transforming Public Transportation and Business Models	Mr. Larry Goldstein	Transit Cooperative Research Program, Transportation Research Board, 500 5th Street NW, Washington, DC 20001	202-334-1866	lgoldstein@nas.edu	\$ 300,000

3.0 Virginia Department of Minority Business Enterprise (DMBE) Small Business, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) Participation

This section provides the KFH plan to address the Department of Minority Business Enterprise (DMBE) Small Business, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) Participation goal for this project of 15 percent as stated in the RFP. A copy of our Department of Minority Business Enterprise (DMBE) Small Business Subcontracting Plan follows. KFH Group will far exceed this goal being that it is the prime Offeror and is DMBE SWAM certified. Additionally, we have selected high quality DMBE firms as partners.

ATTACHMENT C

DEPARTMENT OF MINORITY BUSINESS ENTERPRISE (DMBE) SMALL BUSINESS SUBCONTRACTING PLAN

Definitions

Small Business: Small business means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DMBE-certified women-owned and DMBE-certified minority-owned businesses when they have received DMBE small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51 percent owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51 percent owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by DMBE by the due date of the solicitation to participate in the Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) program. Certification applications are available through DMBE online at www.dmbv.virginia.gov (Customer Service).

Offeror Name: KFH Group, Inc.

Preparer Name: Sue F. Knapp Date: April 26, 2013

Instructions: (Failure to complete and submit this form may result in your proposal not being considered.)

- A. If the Offeror is certified by DMBE as a small business, complete only Section A of this form. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses when they have received DMBE small business certification.
- B. If the Offeror is not certified by DMBE as a small business and plans to subcontract part of this contract with a DMBE-certified business, complete only Section B of this form.
- C. If the Offeror is not certified by DMBE as a small business and cannot identify any subcontracting opportunities to subcontract part of this contract with a DMBE-certified business, only provide the information requested in Section C of this form.

Section A

If the Offeror is certified by DMBE, the Offeror is certified as a (check only one below):

Small Business

Small and Women-owned Business

Small and Minority-owned Business

Certification Number: 000210 Certification Date: 04/01/2012

4.0 Contact Person

Ms. Knapp is the proposed Project Manager for this project, and can be reached at the location listed below.

Sue Knapp
President
KFH Group, Inc.
4920 Elm Street, Suite 350
Bethesda, MD 20814

Telephone: 301-951-8660
Fax: 301-951-0026
E-mail: sknapp@kfhgroup.com

5.0 Staffing and Pricing Plan

Table 5.1 contains our pricing information for the personnel who may be involved in any of the 12 potential services described in the Statement of Needs. For each member firm of the KFH team, the total fully burdened labor rate is presented for each of the firm-defined labor categories for each employee. For those firms able to supply such, the direct actual hourly rate, overhead rate, and profit components of this total fixed rate are provided (Kensington Consulting, Pulsar Advertising, Southeastern Institute of Research, and Robert G. Stanley rely on a set schedule of fixed hourly rates). All rates shown are in effect as of April 26, 2013 and are good for the first twelve months of the contract.

Table 5.1 Price Schedule

Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
KFH Group, Inc.				
<i>Principal</i>				
				\$180.68
				\$168.30
				\$168.30
<i>Senior Transportation Planner</i>				
				\$129.94
				\$141.08
				\$123.75
				\$160.88
				\$141.08
				\$131.18
<i>Transit Planner</i>				
				\$75.49
				\$99.00
				\$63.11
				\$63.11
				\$61.26
				\$61.26
<i>Support Staff</i>				
				\$65.59
Cambridge Systematics, Inc.				
<i>Senior Systems Analyst</i>				
				\$361.31
<i>Senior Specialist</i>				
				\$310.91
				\$294.10
				\$292.42
				\$280.66
<i>Technical Specialist</i>				
				\$248.72
				\$226.88
<i>Principal Planner II</i>				
				\$215.11
				\$213.72
<i>Principal Planner I</i>				
				\$193.27
				\$178.14
				\$174.27
<i>Senior Planner</i>				
				\$161.12

Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
				\$156.18
				\$154.55
<i>Planner II</i>				
				\$144.68
				\$136.46
<i>Planner</i>				
				\$128.23
				\$126.60
				\$124.94
<i>Analyst</i>				
				\$109.42
				\$104.58
<i>Graphic Artist</i>				
				\$115.95
				\$95.78
<i>Production Specialist</i>				
				\$82.19
				\$72.33
McCormick Taylor, Inc.				
<i>Project Manager</i>				
				\$258.61
				\$258.61
<i>Technical Manager III</i>				
				\$194.79
				\$180.97
<i>Technical Manager II</i>				
				\$132.61
				\$143.67
				\$142.29
<i>Planner/Engineer II</i>				
				\$148.50
				\$158.87
				\$161.63
<i>Planner/Engineer I</i>				
				\$127.78
				\$117.44
				\$114.65
Kittelson & Associates, Inc.				
<i>Principal Engineer</i>				
				\$187.46
				\$152.87
<i>Associate Engineer</i>				
				\$125.93
<i>Planner</i>				
				\$107.26
				\$110.32
Kensington Consulting LLC^a				
<i>Security Consultant</i>				
				\$145.00
Timmons Group				
<i>Senior Project Manager</i>				
				\$150.00
<i>Software Engineer</i>				
				\$130.00
<i>Sr. Environmental Project Mgr.</i>				
				\$125.00

Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
GIS Programmer/Analyst				
				\$110.00
GIS Technician				
				\$60.00
LDA Consulting				
Project Manager				
				\$159.82
MCV Associates, Inc.				
Senior Engineer				
				\$189.57
Engineer				
				\$77.73
				\$77.73
Senior Technician				
				\$59.31
				\$59.31
Technician				
				\$35.21
				\$35.21
				\$35.21
Pulsar Advertising				
Account Planning				
				\$140.69
				\$140.69
Account Management				
				\$122.00
				\$122.00
Account Service				
				\$112.55
				\$112.55
Account Assistant				
				\$56.28
Creative Director				
				\$140.69
Art Direction				
				\$123.81
Copywriting				
				\$123.81
Print Production Supervision				
				\$112.00
Southeastern Institute of Research, Inc.^b				
Agency Principal				
				\$173.73
Research Professional				
				\$144.77
				\$144.77
Admin. Support				
				\$57.91
Robert G. Stanley^c				
Independent Consultant				
				\$150.00

a Kensington Consulting LLC is a sole proprietorship LLC and uses a standard fixed hourly rate.

b The rates reflect SIR standard set of fixed rates which have been approved for VDOT and DRPT work through several subcontracting relationships.

c Mr. Stanley uses a standard fixed hourly rate.

13. FTA Certifications
ATTACHMENT A-1

1.2.23 CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential Offeror for major third party contract), KFH Group, Inc certifies to the best of its knowledge and belief, that it and its principals:

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 has 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 or contract under a public 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 indicated for or otherwise criminally or civilly charged by a governmental 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 of default.

(If the primary participant (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify any of the statements in this certification, the participant shall attach and explanation to the Certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT), KFH Group, Inc., 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.



Signature and Title of Authorized Official

President

1.1.23

The undersigned chief legal counsel for the KFH Group, Inc.
hereby certifies that the KFH Group, Inc. has
authority under State local law to comply with the subject
assurances and that the certification above has been legally made.

Tobey B. Maynard
Signature of Applicant's Attorney

4/24/2013
Date

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1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, Cambridge Systematics certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

Cambridge Systematics, 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.

John L. [Signature] Principal
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the Cambridge Systematics, Inc hereby certifies that the Cambridge Systematics, Inc has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

James Horrus Wolf
(Signature of Applicant's Attorney)

4/24/13
(Date)

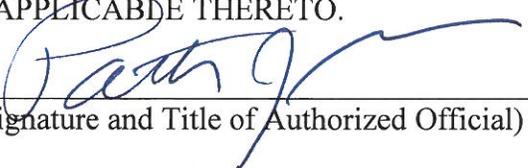
1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, McCormick Taylor, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

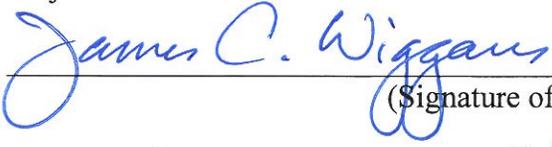
(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

McCormick Taylor, Inc., 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.


_____, Vice President of Finance
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
McCormick Taylor, Inc. hereby certifies that the
Executive Vice President has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.


_____, Executive Vice President
(Signature of Applicant's Attorney)

4/18/13

(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract, Kittelson & Associates, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

KITTELSON & ASSOCIATES, INC., 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.

Paula Plummer Shareholder and Authorized Signer
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
_____ hereby certifies that the
_____ has authority under State and Local law to comply with the
subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

4/25/13

(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract, KANSINGTON CONSULTING LLC certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

ELISANICHOLS, 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.

James J. President PRESIDENT KC LLC
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the KC LLC hereby certifies that the _____ has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

James J. President
(Signature of Applicant's Attorney)

4-24-13
(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract,

LDA Consulting certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

LDA Consulting, 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.

Heidi D. ... / PRINCIPAL/OWNER
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____

LDA Consulting hereby certifies that the PRINCIPAL/OWNER has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

Heidi D. ... / PRINCIPAL/OWNER
(Signature of Applicant's Attorney)

4/24/13
(Date)

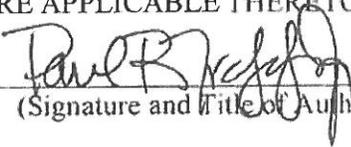
1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract, TIMMONS GROUP, INC. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

TIMMONS GROUP, INC., 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.



Paul R. Trapp, Jr., Corporate Secretary

(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the TIMMONS GROUP, INC.

W. Wilhelm Rabke hereby certifies that the TIMMONS GROUP, INC.

W. Wilhelm Rabke has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.



(Signature of Applicant's Attorney)

April 18, 2013

(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract, PULSAR ADVERTISING certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

PULSAR ADVERTISING, 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.

Joel R. [Signature] PARTNER
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
PULSAR ADVERTISING hereby certifies that the
PARTNER has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

[Signature]
(Signature of Applicant's Attorney)

4/24/13
(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract,

MCV Associates, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

MCV Associates, Inc., 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.

Joe Mehra PRESIDENT
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the MCV Associates, Inc
Joe Mehra hereby certifies that the
Joe Mehra has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

Joe Mehra PRESIDENT
(Signature of Applicant's Attorney)

4-25-2013
(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, the Southeastern Institute of Research, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

the Southeastern Institute of Research, Inc., 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.

CEO, 4/15/2013
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
Southeastern Institute of Research, Inc. hereby certifies that the
Southeastern Institute of Research, Inc. has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

4/15/13

(Date)

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact,

Robert C. Stanley certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

Robert C. Stanley, 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.

Robert C. Stanley, Sole Proprietor
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
_____ hereby certifies that the
_____ has authority under State and Local law to comply with the
subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

(Date)

**Below Is Required Information That Was Missing from
Proposal But Submitted Prior To Evaluation**



May 3, 2013

Ashley Nusbaum
Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street
Suite 2102
Richmond, Virginia 23219

RE: 505-13-RR0001: Contract for General Planning Consultant Services for Transit
Projects in Virginia-Competitive Negotiation for Non-Professional Services

Dear Ms. Nusbaum:

As per your letter dated May 2, 2013, I am providing you with the requested document(s) for your review. Please find enclosed the following:

- Certificate of Insurance
- Attachment I-State Corporation Commission Form
- Certification regarding Lobbying

I look forward to working with the Commonwealth of Virginia Department of Rail and Public Transportation. If you should need any additional information, please do not hesitate to contact me at 301-951-8660 or via e-mail sknapp@kfhgroup.com.

Sincerely,

A handwritten signature in black ink that reads 'Sue F. Knapp'.

Sue F. Knapp
President

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That KFH Group, Incorporated, a corporation incorporated under the law of Maryland, is authorized to transact business in the Commonwealth of Virginia;

That it obtained a certificate of authority to transact business in Virginia from the Commission on December 21, 2001; and

That the corporation is in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:

May 2, 2013

Joel H. Peck

Joel H. Peck, Clerk of the Commission

CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of Maryland, Inc. 12505 Park Potomac Avenue #300 Potomac, MD 20854	CONTACT NAME: PHONE (A/C, No, Ext): 301 692-3062		FAX (A/C, No): 301-897-8506
	E-MAIL ADDRESS: PRODUCER CUSTOMER ID #:		
INSURED KFH Group, Inc. 4920 Elm Street Suite 350 Bethesda, MD 20814	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : AXIS Insurance Company		
	INSURER B :		
	INSURER C :		
	INSURER D :		
	INSURER E :		

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$	
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$ \$	
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				WC STATU-TORY LIMITS OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$	
A	PROFESSIONAL LIAB		MCN000191471301	04/26/2013	04/26/2014	\$3,000,000 EACH CLAIM \$3,000,000 AGGREGATE	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER Commonwealth of Virginia Dept of Rail & Public Transportation 600 East Main Street Ste 2102 Richmond, VA 23219	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
--	--



CERTIFICATE OF LIABILITY INSURANCE

NLH
R001DATE (MM/DD/YYYY)
05-03-2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER WILLIS OF MARYLAND INC/PHS 630070 P: (866) 467-8730 F: (877) 538-8526 PO BOX 29611 CHARLOTTE NC 28229	CONTACT NAME: _____	
	PHONE (A/C, No, Ext): (866) 467-8730	FAX (A/C, No): (877) 538-8526
E-MAIL ADDRESS: _____		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Hartford Casualty Ins Co		29424
INSURER B: Hartford Underwriters Ins Co		30104
INSURER C: Twin City Fire Ins Co		29459
INSURER D: _____		
INSURER E: _____		
INSURER F: _____		

INSURED
 KFH GROUP INC
 4920 ELM ST STE 350
 BETHESDA MD 20814

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL. SUBR INSR	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	GENERAL LIABILITY			42 SBA EN5314	06/01/2013	06/01/2014	EACH OCCURRENCE	\$ 1,000,000	
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000	
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person)	\$ 10,000	
	<input checked="" type="checkbox"/> General Liab						PERSONAL & ADV INJURY	\$ 1,000,000	
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	\$ 2,000,000	
	<input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG	\$ 2,000,000	
								\$	
B	AUTOMOBILE LIABILITY			42 UEC TA1692	06/01/2013	06/01/2014	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000	
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$	
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS						BODILY INJURY (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	\$
								\$	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB			42 RHU XW3420	06/01/2013	06/01/2014	EACH OCCURRENCE	\$ 5,000,000	
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE	\$ 5,000,000	
	<input type="checkbox"/> CLAIMS-MADE							\$	
	DED <input checked="" type="checkbox"/> RETENTION \$ 10,000							\$	
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			42 WEC BX7625	06/01/2013	06/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS	OTHER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y/N	N/A					E.L. EACH ACCIDENT	\$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below							E.L. DISEASE - EA EMPLOYEE	\$ 500,000
								E.L. DISEASE - POLICY LIMIT	\$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Those usual to the Insured's Operations. CONTRACT 505-13-RR0001

CERTIFICATE HOLDER

COMMONWEALTH OF VIRGINIA
 DEPARTMENT OF RAIL AND PUBLIC
 TRANSPORTATION
 600 E MAIN ST STE 2102
 RICHMOND, VA 23219

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

is a corporation or other business entity with the following SCC identification number: F1494725

-OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. § 1352. Such disclosures are forwarded from tier to tier up to the recipient.

APPENDIX A, 49 C.F.R. pt. 20--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Offeror] certifies, to the best of his or her knowledge and belief, that:

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

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96)]. Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.*

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

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Offeror, KFH Group, Inc, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Offeror understands and agrees that the provisions of 31 U.S.C. §§ 3801, *et seq.*, apply to this certification and disclosure, if any.

 Signature of Offeror's Authorized Official

Sue F Knapp, President Name and Title of Offeror's Authorized Official

4/25/13 Date



May 3, 2013

Ashley Nusbaum
Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street
Suite 2102
Richmond, Virginia 23219

RE: 505-13-RR0001: Contract for General Planning Consultant Services for Transit
Projects in Virginia-Competitive Negotiation for Non-Professional Services

Dear Ms. Nusbaum:

As per your letter dated May 2, 2013, I am providing you with the requested document(s) for your review. Please find enclosed the following:

- Certificate of Insurance
- Attachment I-State Corporation Commission Form
- Certification regarding Lobbying

I look forward to working with the Commonwealth of Virginia Department of Rail and Public Transportation. If you should need any additional information, please do not hesitate to contact me at 301-951-8660 or via e-mail sknapp@kfhgroup.com.

Sincerely,

A handwritten signature in black ink that reads 'Sue F. Knapp'.

Sue F. Knapp
President

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF GOOD STANDING

I Certify the Following from the Records of the Commission:

That KFH Group, Incorporated, a corporation incorporated under the law of Maryland, is authorized to transact business in the Commonwealth of Virginia;

That it obtained a certificate of authority to transact business in Virginia from the Commission on December 21, 2001; and

That the corporation is in good standing in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:
May 2, 2013

Joel H. Peck
Joel H. Peck, Clerk of the Commission



CERTIFICATE OF LIABILITY INSURANCE

NLH
R001DATE (MM/DD/YYYY)
05-03-2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER WILLIS OF MARYLAND INC/PHS 630070 P: (866) 467-8730 F: (877) 538-8526 PO BOX 29611 CHARLOTTE NC 28229		CONTACT NAME: PHONE (A/C, No, Ext): (866) 467-8730 FAX (A/C, No): (877) 538-8526 E-MAIL ADDRESS:															
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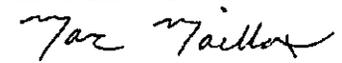
COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			42 SBA EN5314	06/01/2013	06/01/2014	EACH OCCURRENCE	\$ 1,000,000
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person)	\$ 10,000
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POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC							PRODUCTS - COMP/OP AGG	\$ 2,000,000
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	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident)	\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB			42 RHU XW3420	06/01/2013	06/01/2014	EACH OCCURRENCE	\$ 5,000,000
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE	\$ 5,000,000
	DED <input checked="" type="checkbox"/> RETENTION \$ 10,000							\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			42 WEC BX7625	06/01/2013	06/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS	<input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y/N	N/A				E.L. EACH ACCIDENT	\$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	\$ 500,000
							E.L. DISEASE - POLICY LIMIT	\$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Those usual to the Insured's Operations. CONTRACT 505-13-RR0001

CERTIFICATE HOLDER COMMONWEALTH OF VIRGINIA DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION 600 E MAIN ST STE 2102 RICHMOND, VA 23219	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

is a corporation or other business entity with the following SCC identification number: ~~F1494725~~

OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. § 1352. Such disclosures are forwarded from tier to tier up to the recipient.

APPENDIX A, 49 C.F.R. pt. 20--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Offeror] certifies, to the best of his or her knowledge and belief, that:

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

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96)]. Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.*

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

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Offeror, KFH Group, Inc, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Offeror understands and agrees that the provisions of 31 U.S.C. §§ 3801, *et seq.*, apply to this certification and disclosure, if any.

Sue F Knapp Signature of Offeror's Authorized Official

Sue F Knapp, President Name and Title of Offeror's Authorized Official

4/25/13 Date



EXHIBIT C

COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

(804) 786-4440
FAX (804) 225 3752
VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

June 4, 2013

Ms. Sue Knapp
KFH Group
4920 Elm Street, Suite 350
Bethesda, MD 20814

Dear Ms. Knapp:

Please find outlined below a summary of the contract terms negotiated between the Department of Rail and Public Transportation (DRPT) and KFH Group on May 31, 2013 for RFP 505-13-RR0001 Contract for General Planning Consultant Services for Transit Projects in Virginia – Competitive Negotiation for Non-Professional Services.

- No work will begin on a task order until a purchase order has been issued through eVA. The issuance date of the eVA purchase order will serve as the Notice To Proceed.
- All invoices for task orders issued will be submitted within 90 days of the end date of the task order. After 90 days, task orders will be closed.
- Invoices will be submitted no more frequently than once a month and within 90 calendar days from the date an expense has occurred.
- Purchase Order Deobligation and Closing Forms will be signed and returned to DRPT within seven business days after receipt from a DRPT Program Manager.
- KFH Group has the capacity to handle potential task orders issued under this contract.
- Annex 3-J Certification of Compliance with Prohibition of Political Contributions and Gifts During the Procurement Process will be signed and returned to DRPT before execution of a contract.
- KFH Group will provide an updated pricing schedule lowering the profit rate from 10% to 8% for their firm and all subconsultants listed in the proposal. KFH Group agrees to lock in the rates without rate increases for the first three years of the contract.

The Smartest Distance Between Two Points
www.drpt.virginia.gov

- KFH Group will provide DRPT with a copy of the Federal Acquisition Regulation's approval letter for the firm's overhead rate before execution of a contract.

Please acknowledge KFH Group's acceptance of the negotiated terms by signing below and returning to Ashley Nusbaum at ashley.nusbaum@drpt.virginia.gov. Should you have any questions, please contact me at the email address above or call 804-786-2890

KFH GROUP



Signature

Sue F Knapp

Printed Name

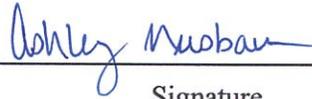
President

Title

6/5/13

Date

**DEPARTMENT OF RAIL AND
PUBLIC TRANSPORTATION**



Signature

Ashley Nusbaum
Financial Compliance and
Procurement Analyst

6/6/13

Date

Annex 3-J
CERTIFICATION OF COMPLIANCE
WITH PROHIBITION OF POLITICAL CONTRIBUTIONS AND GIFTS DURING THE
PROCUREMENT PROCESS

For contracts with a stated or expected value of \$5 million or more except those awarded as the result of competitive sealed bidding

I, Sue Knapp, a representative of KFA Group, Inc.
Please Print Name Name of Offeror

am submitting a proposal to the Department of Rail and Public Transportation in response to 505-13-RR0001 - Contract for General Planning Consultant Services for Transit Projects in Virginia, a solicitation where stated or expected contract value is \$5 million or more which is being solicited by a method of procurement other than competitive sealed bidding as defined in § 2.2-4301 of the *Code of Virginia*.

I hereby certify the following statements to be true with respect to the provisions of §2.2-4376.1 of the *Code of Virginia*. I further state that I have the authority to make the following representation on behalf of myself and the business entity:

1. The offeror shall not knowingly provide a contribution, gift, or other item with a value greater than \$50 or make an express or implied promise to make such a contribution or gift to the Governor, his political action committee, or the Governor's Secretaries, if the Secretary is responsible to the Governor for an agency with jurisdiction over the matters at issue, during the period between the submission of the proposal and the award of the contract.
2. No individual who is an officer or director of the offeror, shall knowingly provide a contribution, gift, or other item with a value greater than \$50 or make an express or implied promise to make such a contribution or gift to the Governor, his political action committee, or the Governor's Secretaries, if the Secretary is responsible to the Governor for an agency with jurisdiction over the matters at issue, during the period between the submission of the proposal and the award of the contract.
3. I understand that any person who violates § 2.2-4376.1 of the *Code of Virginia* shall be subject to a civil penalty of \$500 or up to two times the amount of the contribution or gift, whichever is greater.

Sue Knapp
Signature

President
Title

5-31-13
Date

Revised 5.0 Staffing and Pricing Plan

Table 5.1 Price Schedule Revised

Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
KFH Group, Inc.				
<i>Principal</i>				
				\$177.39
				\$165.24
				\$165.24
<i>Senior Transportation Planner</i>				
				\$127.58
				\$138.51
				\$121.50
				\$157.95
				\$138.51
				\$128.79
				\$74.12
				\$97.20
				\$61.97
				\$61.97
				\$60.15
				\$60.15
				\$64.40
Cambridge Systematics, Inc.				
<i>Senior Systems Analyst</i>				
				\$354.74
<i>Senior Specialist</i>				
				\$305.26
				\$288.75
				\$287.11
				\$275.56
<i>Technical Specialist</i>				
				\$244.20
				\$222.75
<i>Principal Planner II</i>				
				\$211.19
				\$209.83
<i>Principal Planner I</i>				
				\$189.76
				\$174.92
				\$171.10
<i>Senior Planner</i>				
				\$158.19
				\$153.34
				\$151.74
<i>Planner II</i>				
				\$142.05
				\$133.97
<i>Planner</i>				
				\$125.90
				\$124.30
				\$122.67

Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
Analyst				
				\$107.43
				\$102.68
Graphic Artist				
				\$113.84
				\$94.04
Production Specialist				
				\$80.70
				\$71.01
McCormick Taylor, Inc.				
Project Manager				
				\$253.91
				\$253.91
Technical Manager III				
				\$191.25
				\$177.68
Technical Manager II				
				\$130.19
				\$141.06
				\$139.71
Planner/Engineer II				
				\$145.80
				\$155.98
				\$158.70
Planner/Engineer I				
				\$125.45
				\$115.30
				\$112.57
Kittelson & Associates, Inc.				
Principal Engineer				
				\$189.72
				\$154.71
Associate Engineer				
				\$127.45
Planner				
				\$108.56
				\$111.66
Kensington Consulting LLC*				
Security Consultant				
				\$145.00
Timmons Group				
Senior Project Manager				
				\$151.20
Software Engineer				
				\$130.68
Sr. Environmental Project Mgr.				
				\$126.36
GIS Programmer/Analyst				
				\$111.24
GIS Technician				
				\$59.40
LDA Consulting				
Project Manager				
				\$156.91
MCV Associates, Inc.				
Senior Engineer				

Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
				\$186.13
Engineer				\$76.31
				\$76.31
Senior Technician				\$58.23
				\$58.23
Technician				\$34.57
				\$34.57
				\$34.57
Pulsar Advertising				
Account Planning				\$140.69
				\$140.69
Account Management				\$122.00
				\$122.00
Account Service				\$112.55
				\$112.55
Account Assistant				\$56.28
Creative Director				\$140.69
Art Direction				\$123.81
Copywriting				\$123.81
Print Production Supervision				\$112.00
				\$112.00
Southeastern Institute of Research, Inc.^b				
Agency Principal				\$173.73
Research Professional				\$144.77
				\$144.77
Admin. Support				\$57.91
				\$57.91
Robert G. Stanley^c				
Independent Consultant				\$150.00

^a Kensington Consulting LLC is a sole proprietorship LLC and uses a standard fixed hourly rate.

^b The rates reflect SIR standard set of fixed rates which have been approved for VDOT and DRPT work through several subcontracting relationships.

^c Mr. Stanley uses a standard fixed hourly rate.

Revised 5.0 Staffing and Pricing Plan

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				\$74.12
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				\$61.97
				\$60.15
				\$60.15
<i>Support Staff</i>				
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<i>Senior Systems Analyst</i>				
				\$354.74
<i>Senior Specialist</i>				
				\$305.26
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Labor Category	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
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Senior Engineer				

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Research Professional				
				\$144.77
				\$144.77
Admin. Support				
				\$57.91
Independent Consultant				
				\$150.00

KFH GROUP, INCORPORATED

FINANCIAL REPORT

December 31, 2012 and 2011

Dennis T. Alexander
Certified Public Accountant

2275 Research Boulevard, Suite 500 • Rockville, MD 20850 • 301/840.5998

**INDEPENDENT AUDITOR'S REPORT ON STATEMENT OF
DIRECT LABOR, FRINGE BENEFITS, AND GENERAL OVERHEAD**

BOARD OF DIRECTORS AND STOCKHOLDERS
KFH GROUP, INCORPORATED
BETHESDA, MARYLAND

I HAVE AUDITED THE STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD (HEREINAFTER REFERRED TO AS "INDIRECT COST RATE SCHEDULE" OR "THE SCHEDULE") OF KFH GROUP, INCORPORATED ("THE COMPANY") FOR THE YEAR ENDED DECEMBER 31, 2012. THE SCHEDULE IS THE RESPONSIBILITY OF THE COMPANY'S MANAGEMENT. MY RESPONSIBILITY IS TO EXPRESS AN OPINION ON THE SCHEDULE BASED ON MY AUDIT.

I CONDUCTED MY AUDIT IN ACCORDANCE WITH US GENERALLY ACCEPTED AUDITING STANDARDS AND THE FINANCIAL AUDIT STANDARDS CONTAINED IN THE *GOVERNMENT AUDITING STANDARDS* ISSUED BY THE COMPTROLLER GENERAL OF THE UNITED STATES OF AMERICA. THOSE STANDARDS REQUIRE THAT I PLAN AND PERFORM THE AUDIT TO OBTAIN REASONABLE ASSURANCE ABOUT WHETHER THE SCHEDULE IS FREE OF MATERIAL MISSTATEMENT. AN AUDIT INCLUDES EXAMINING, ON A TEST BASIS, EVIDENCE SUPPORTING THE AMOUNTS AND DISCLOSURES IN THE STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD. AN AUDIT ALSO INCLUDES ASSESSING THE ACCOUNTING PRINCIPLES USED AND SIGNIFICANT ESTIMATES MADE BY MANAGEMENT, AS WELL AS EVALUATING THE OVERALL PRESENTATION OF THE SCHEDULE. I BELIEVE THAT MY AUDIT PROVIDES A REASONABLE BASIS FOR MY OPINION.

THE ACCOMPANYING INDIRECT COST RATE SCHEDULE WAS PREPARED ON A BASIS OF ACCOUNTING PRACTICES PRESCRIBED BY PART 31 OF THE FEDERAL ACQUISITION REGULATION ("FAR") AND CERTAIN OTHER FEDERAL AND STATE REGULATIONS AS DISCUSSED IN NOTE 1, AND IS NOT INTENDED TO BE A PRESENTATION IN CONFORMITY WITH US GENERALLY ACCEPTED ACCOUNTING PRINCIPLES.

IN MY OPINION, THE STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD FOR THE YEAR ENDED DECEMBER 31, 2012 PRESENTS FAIRLY, IN ALL MATERIAL RESPECTS, THE DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD OF KFH GROUP, INCORPORATED FOR THE YEAR ENDED DECEMBER 31, 2012 ON THE BASIS OF ACCOUNTING DESCRIBED IN NOTE 1.

IN ACCORDANCE WITH THE *GOVERNMENT AUDITING STANDARDS* I HAVE ISSUED A REPORT DATED JUNE 3, 2013 ON MY CONSIDERATION OF THE COMPANY'S INTERNAL CONTROLS AND ITS COMPLIANCE WITH LAWS AND REGULATIONS. THIS REPORT IS INTENDED SOLELY FOR THE USE OF THE BOARD OF DIRECTORS AND MANAGEMENT OF KFH GROUP, INCORPORATED AND GOVERNMENT AGENCIES OR OTHER CUSTOMERS RELATED TO CONTRACTS EMPLOYING THE COST PRINCIPLES OF THE FEDERAL ACQUISITION REGULATION AND SHOULD NOT BE USED FOR ANY OTHER PURPOSE.

Dennis T. Alexander, CPA
6/3/2013

JUNE 3, 2013

KFH GROUP, INCORPORATED
STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD
 Year ended December 31, 2012

	<u>Totals</u>	<u>Unallowable</u>	*	<u>Allowable</u>	<u>Overhead Rates</u>
Direct Labor	\$ 1,315,663			\$ 1,315,663	
Fringe Expenses					
Employee benefits	\$ 519,784	\$ (4,937)	(1)	\$ 514,847	
Payroll taxes	140,923	-		140,923	
Vacation salaries	127,422	-		127,422	
Holiday pay	75,484	-		75,484	
Sick pay	35,732	-		35,732	
Total Fringe Expenses	\$ 899,345	\$ (4,937)		\$ 894,408	67.98%
General Overhead Expenses					
Non-direct salaries and bonuses	\$ 454,702	\$ (26,924)	(2)	\$ 427,778	
Rent	176,777	-		176,777	
Depreciation, amortization, loss	32,195	2,968	(3)	35,163	
Auditing and bookkeeping	31,577	-		31,577	
Telephone and utilities	21,184	-		21,184	
Automobile expense	21,036	(12,730)	(4)	8,306	
Insurance	18,750	-		18,750	
Office supplies and expenses	15,789	(815)	(5)	14,974	
Printing	15,672	-		15,672	
Legal and consulting	15,613	-		15,613	
Parking and transit benefits	15,227	-		15,227	
Computer expense	13,242	-		13,242	
Conferences	12,967	-		12,967	
Dues and subscriptions	12,117	-		12,117	
Marketing, meals and entertainment	8,536	(6,836)	(6)	1,700	
Travel	7,976	-		7,976	
Proposal expenses	5,051	-		5,051	
Postage and delivery	3,462	-		3,462	
Repairs and maintenance	1,758	-		1,758	
Bank service charges	917	-		917	
Contributions	500	(500)	(7)	-	
Licenses	456	300	(8)	756	
Advertising	410	-		410	
Total General Overhead Expenses	\$ 885,914	\$ (44,537)		\$ 841,377	63.95%
Total Overhead Rate					131.93%

* FAR References: See note 2 to the statement

See Accompanying Notes.

KFH GROUP, INCORPORATED

NOTES TO STATEMENT OF DIRECT LABOR, FRINGE BENEFITS AND GENERAL OVERHEAD

1. BUSINESS PURPOSE AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

KFH GROUP, INCORPORATED (the Company) was incorporated in 1995 in the state of Maryland to provide transportation planning and consulting services to clients throughout the United States.

The following is a summary of the Company's significant accounting policies for the statement of direct labor, fringe benefits and general overhead.

Basis of accounting and Accounting system:

The Company's indirect cost rate schedule was prepared on the basis of accounting practices described in Part 31 of the Federal Acquisition Regulation ("FAR") and certain other federal and State of Maryland regulations. Accordingly, the indirect cost rate schedule is not intended to present the results of operations of the Company in conformity with US generally accepted accounting principles.

The Company uses a standard accrual basis job cost accounting system. All expenses are reviewed by management and classified as either *Direct* (expenses which are incurred solely as a result of performing a specific contract task) or *Indirect* (expenses incurred which are not attributable to a specific contract task, but which benefit the overall accomplishment of Company goals).

Non-salary Direct expenses (e.g., Travel, Subcontractors, Books & Publications, Delivery & Postage, Office Supplies, Contract Labor, and Duplication) are charged to the specific project to which they relate, whether or not the contract agreement provides for reimbursement of such other direct costs.

Indirect expenses, including fringe benefits and general overhead expenses, are allocated based on Direct Labor cost on a Company wide basis.

Labor costs:

Direct Labor is charged to all projects based on actual rates incurred.

Fringe benefits:

The Company provides its employees time off in the form of paid vacation, sick leave, and comp time. Upon termination of employment, the dollar-value of accrued but unused time off for all three categories is paid to the terminated employee.

Premium overtime:

The Company does not pay premium rates for overtime incurred. Hourly employees are paid for all hours worked at standard rates of compensation.

Uncompensated overtime:

The Company does not pay salaried employees for time worked in excess of 40 hours per week. The time in excess of 40 hours is credited to the indirect cost pool.

Highly compensated owner/employees:

The Company paid compensation to its owner/employees in excess of the Maryland State Highway Administration limit of \$168,400 per person. The total, which was adjusted to the indirect cost rate schedule, amounted to \$90,258, of which \$26,924 was indirect.

Profit-sharing plan:

The Company maintains a qualified 401(k) pension plan, which meets the requirements of FAR 31.205-6(j), covering substantially all employees. Under the plan, eligible employees may defer a portion of their salaries (within limits established by law) which the Company then contributes to the plan. The plan also provides for a discretionary employer contribution as determined by Management. For the year ended December 31, 2012, the Company recognized expense for employer contributions to the plan in the amount of \$185,417 which is included in the fringe benefit portion of the schedule.

Depreciation and Leasing activities:

Property and equipment are recorded at cost for purchased items and items acquired under a capital lease. For purposes of the indirect cost rate schedule, depreciation expense is computed using the straight-line method over estimated useful lives of five to seven years.

Date of Management's review:

In preparing the statement of direct labor, fringe benefits, and general overhead, Management has evaluated events and transactions for potential recognition or disclosure through the date of the auditor's report, which is the date the statement was available to be issued.

2. FAR REFERENCES:

- (1) 31.205-19(e)(2)(v) – Life insurance on Key Employees
- (2) 31.205-6 – Compensation to owners in excess of reasonable amount, considered distribution of profits
- (3) 31.205-16 – Loss on disposition of property and equipment, adjustment to depreciation expense
- (4) 31.205-6(m)(2) – Personal use of company vehicles
- (5) 31.205-51 – Alcoholic beverages
- (6) 31.205-14 – Social activities
- (7) 31.205-8 – Charitable contributions
- (8) 31.205-41 – Annual State corporate registration fee, adjustment to licenses