Contents

Cover Letter .......................................................................................................................... 1
1. Project Understanding ........................................................................................................ 2
2. Scope of Services ............................................................................................................. 4
3. Firm Experience ................................................................................................................ 10
4. Project Staff Qualifications .............................................................................................. 18
5. Project Schedule ............................................................................................................. 29
6. Hours by Task .................................................................................................................. 30
7. Required Forms
Ms. Stephanie Carver, Planning Director  
Greater Portland Council of Governments  
970 Baxter Blvd., Suite 201  
Portland, ME 04103

Reference: Request for Proposals (RFP) for Long-Range Public Transportation Plan for Southern Maine

Dear Ms. Carver:

AECOM is excited to submit for your consideration this response to your request for assistance in the preparation of your Long-Range Public Transportation Plan for Southern Maine. We have assembled an experienced, energetic team of outstanding transportation planning professionals for this assignment who bring relevant national, regional and local experience. Our team is organized as follows: AECOM will be the lead firm with overall project management responsibility, supported by FHI (DBE) for transit planning support focused on mobility management and emerging technologies. AECOM and FHI have partnered successfully on several recent projects including the I-84 Hartford Project and the Amherst-Buffalo Alternatives Analysis in western New York, among others.

The AECOM Team has developed Long-Range Transportation Plans for planning agencies and DOT’s of varying sizes across the United States, including projects in New England. For example, AECOM was a key partner on Focus40, the 25-year strategic vision for the MBTA and is currently working with the Capitol Region Council of Governments (CRCOG) in the Hartford, CT Region to update their Long-Range Transportation Plan and with the Connecticut Department of Transportation on the CT Strategic Rail project to plan for the future of Connecticut’s Rail System.

Additionally, our portfolio of public transportation work in Southern Maine spans several projects, working with most of the region’s seven transit service providers. AECOM worked with the Maine Department of Transportation on the Portland North Alternatives Analysis that paved the way for regional connections between Portland and Brunswick; led GPCOG’s SMART transit consolidation study working with Greater Portland Metro, South Portland Bus Service and ShuttleBus-Zoom; conducted the service feasibility study for Regional Transportation Program in Portland that resulted in the implementation of the Lakes Region Explorer Bus; and last year worked with the York County Community Action Corporation and ShuttleBus-Zoom on the intercity bus study that looked at regional connections between York County and Cumberland County. Adjacent to the region, AECOM also recently worked with Western Maine Transportation Services on their feasibility study looking at connections between Lewiston/Auburn and Brunswick in addition to other possible connections.

Members of the AECOM team, as private citizens, have been attending the recent transportation priority meetings in order to better understand the transportation needs and opinions of their neighbors in the PACTS communities. The PACTS Region faces numerous opportunities and challenges as it embarks on its first ever Long-Range Public Transportation Plan. Projects such as the expansion of the Amtrak Downeaster to Brunswick, Metro’s new Husky Line and the renovations of the Casco Bay Ferry Terminal have generated excitement throughout the region. Yet at the same time, the region will continue to face transportation challenges, including continued congestion as the region’s population continues to grow, rapidly evolving technology, transportation funding issues, changing land use patterns, and environmental justice concerns when developing mobility solutions. An effective plan will facilitate the prioritization of and consensus-building around the public transportation investments that PACTS Region residents, businesses and visitors want and need to maintain a vital economy and quality of life.

We are committed to this project and available to PACTS/GPCOG using expert staff out of our offices in Maine, Massachusetts, Connecticut, New York, Pennsylvania and Virginia. For example, we are pleased to propose Chris Orr and Kelly Stoll from AECOM’s Strategic Communications Division to assist in designing a state-of-the-art civic engagement strategy for the Long-Range Transportation Plan and Dalia Leven and David Roden, developers of AECOM’s Mobilitics (https://www.aecom.com/services/mobilitics/) innovative scenario planning tool, to assist in modeling impacts of various land use and investment scenarios. Serving as Project Manager will be Jill Cahoon. Ms. Cahoon is AECOM’s Transit Planning Lead for New England and AECOM’s National Coordinator for Rural Transit and Human Services Transportation Planning. Ms. Cahoon is originally from Windham, Maine and she currently works out of southern New Hampshire.

Our recent experience developing long-range transportation plans within New England will benefit GPCOG and the region as you move forward and develop your plan for Southern Maine. We are confident that our team’s qualifications will meet your professional services needs and expectations. Should any questions arise regarding this submittal, or to schedule an interview, please contact me (617) 371-4494 or at Jay.Duncan@aecom.com. We look forward to hearing from you.

Very truly yours,

James (Jay) G. Duncan, AICP  
Senior Vice President  
Americas Director of Transportation Planning  
AECOM  

aecom.com
1. Project Understanding

The Portland Area Comprehensive Transportation System (PACTS) covers 207 square miles along Casco Bay from Arundel to Freeport plus several inland towns. This region is the largest population center in Maine, amongst one of the fastest growing, and simultaneously getting older. Population projections from the State Economist show that between 2004 and 2034 population in the region will grow by 6.8% despite the fact that the state overall is expected to decrease.

The PACTS region is unique in that there are seven different transit providers covering four different modes (bus, paratransit, ferry and rail), serving a population just over 275,000. Collectively these seven operators carry 4.1 million passengers annually, an increase of 500,000 since 2011. With population growth, an aging population, increase in development, and ridership increasing, it becomes ever more important to plan for public transportation in both the short and long-range. Greater Portland Metro is even making national news this week for breaking a single year-over-year ridership growth record (February 11th, 2019 in the Portland Press Herald, picked up by the Associated Press). Short term, the next six years, planning was completed in the Regional Transit Plan Phase 1: 2018–2013.

Public Transit is no longer viewed as a single mode but one component of the growing mobility landscape which includes microtransit, mobility as a service (MaaS), multimodal travel and off road trails. Transit provides mobility options for people of all ages and abilities, can spark compact developments which benefit the environment, boosts the economy and creates jobs; improves the quality of life for individuals, and helps protect the natural environment.

Nationwide, transit agencies are looking towards recent innovations to improve the customer experience as new technologies emerge and private ridesharing services play an even greater role in the future of the transportation network. For example Dallas Area Rapid Transit created the GoPass, a mobile ticketing app that interfaces with Transportation Network Companies (TNCs) to plan trips, to transform them into a mobility manager and not just a transit provider. Systems, now more than ever, need to embrace and plan for the future landscape of public transit. The goal is to improve mobility and access for everyone in the region — residents, transit-dependent populations, businesses and workers, and the elderly, to name a few.

The landscape of public transit is changing as shared modes increase, new technologies emerge, the distribution of housing and jobs changes, climate changes, and gas prices fluctuate. Factors such as population growth, changing lifestyles, and an aging population point to a greater demand for transit services in the region. With these changes come key challenges which need to be identified to develop a vision and plan that work with and complement the changing landscape as opposed to against it. Key challenges faced by Southern Maine:

- The state has an aging population
- Uncertainty in predicting the future
- Increasing gap between income levels and housing costs
- Zoning that encourages low density development
- Seasonal population fluctuation
- Growing cost of transportation
- The region’s diversity means no one solution will fit all
- Keeping pace with rapidly evolving technology

With these challenges, also come excellent opportunities:

- Reimagining public transit as a set of mobility options rather than as single, separate modes
- New and emerging technologies will provide new solutions
- Exploring innovative transportation funding mechanisms
- Shaping land use and development through transportation solutions
- Changing zoning and land use patterns to support higher densities and transit access

The Greater Portland region has shown itself to be a diverse and progressive community with a vision for a multi-modal transportation network. The vision, goals, objectives and strategies in Destination 2040 illustrate the direction the community envisions and is actively moving towards in order to create a sustainable future. The creation of a Long-Range Public Transportation plan will allow the region to implement measures over the next 30 years to improve the public transportation network, increase ridership, and create connections between housing and employment opportunities.

We are pleased to submit this work plan, designed to assist GPCOG/PACTS with developing the Long-Range Public Transportation Plan for Southern Maine. The Plan will create a shared vision for the future of public transportation in the region by identifying needed improvements and investments over the next 30 years, while leveraging technology to further enhance mobility for all.
2. Scope of Services

Task 1: Existing Conditions

We begin this assignment with the understanding that we don’t want “to reinvent the wheel.” The AECOM Team acknowledges that several previous studies have been done and that there is a plethora of well researched information available that provides an overview of the current state of the public transportation network. These studies will provide valuable insight about the region, past efforts and the framework for the Long-Range Public Transportation Plan.

An assessment of the previous plans will inform the team of key findings, the success and failures of past efforts and provide insight into the region. For this task, the AECOM Team will review past studies and initiatives as directed by the GPCOG and the Project Advisory Committee. Each study will be summarized, the key findings pulled out and a breakdown of the efforts provided to understand what elements are relevant to the Long-Range Public Transportation Plan. Understanding past successes and failures is key to creating a plan that is implementable, learns from the past, builds upon existing initiatives and is successful. The AECOM Team is well versed in assessing previous plans, for example in the Greater Portland Region Transit Consolidation Feasibility Study the team reviewed several past efforts to understand the sensitivity of the subject, past efforts successes and failures, and regional context and for the CRCOG Long-Range Transportation Plan the team reviewed over 30 documents.

While the plans provide a historical context for what has already been studied, planned, and researched, it is also critical to identify case studies and best practices from comparable systems to provide a broader range of ideas and knowledge nationwide that could be leveraged in Southern Maine. A third key aspect will be stakeholder interviews with the providers to understand new developments, changes, and visions for the documents as well as Municipal leaders to gain insight into how they see each document and recommendation playing out in their community, and especially to assist them in developing their vision for the future of public transportation in Southern Maine.

Deliverables: Existing Conditions Summary Memo & Materials; Presentation

Task 2: Vision and Goals

The development of the Long-Range Public Transportation Plan will present significant challenges when addressing these complexities in terms of the regional economy, changing demographics, transportation network components and agency coordination. In particular, the creation of a shared vision for the region’s future will require integrating and balancing across a large number of parameters, securing and incorporating public perspectives and concerns and achieving ownership among stakeholders. The vision and goals must also work within the framework of Destination 2040, the long-range transportation plan for the region that seeks to maintain a regional focus, support economic development, prioritize mobility, safety & accessibility, incorporate energy conservation, integrate land use, and protect the environmental quality.

The first steps towards building a shared vision for the region’s public transportation network began with recent public meetings designed to bring elected officials and senior staff together to develop transportation priorities. AECOM attended the meetings in Cumberland and Cape Elizabeth. In Cumberland we heard the need to better coordinate regional transit services, and improve multi-modal transit options at Exit 15 because the suburbs of Portland are growing rapidly and commute times are increasing. In Cape Elizabeth we heard of the need for improved connectivity of transit systems, a desire for a ferry service between Portland and South Portland and programs to incentivize alternative modes of transportation. Increasing low density development due to 2-acre minimum zoning was also brought up as an example of a challenge facing transit-oriented development and planning.

The AECOM Team will work with GPCOG to provide background information and materials for a civic engagement process that will build off of GPCOG’s current efforts and develop a comprehensive vision and set of goals that resonate with the five goals of the plan:

- Develop a Vision. Work with a diverse set of stakeholders to develop a shared vision for the future of public transportation in the region.
- **Identify Priority Investments.** Identify needed improvements and investments to public transportation over the next 30 years.
- **Identify Priority Growth Areas.** Identify priority growth areas for new housing and job growth to boost public transportation ridership and efficiency. Identifying priority conservation at the same time will help reduce sprawl and protect the region’s valuable natural environment. As described in Task 1, there have been several recent studies and plans, as well as some that are ongoing, that have started the effort to identify priority growth areas. We will start from this list of priority growth areas and expand based on the vision devised as part of the development of this plan and through the civic engagement process.
- **Leverage Emerging Technology.** Identify ways to prepare for and embrace emerging technologies to create a more efficient and effective transportation network.
- **Improve Mobility Management.** Develop strategies to expand access and mobility for vulnerable and minority populations across Southern Maine, particularly in rural areas.

**Deliverables: Vision and Goals Memo & Material/Digital Content**

### Task 3: Scenario Planning

Scenario modeling allows planners, decision-makers, and other key stakeholders to understand the potential impacts of a range of interrelated decisions, including the level of transit service provided and the level and location of land use development in the southern Maine region. In addition to these more traditional categories of assumptions, transportation is on the verge of a series of profound revolutions based on a number of emerging technologies and evolving behavioral trends and preferences. These changes, such as automated vehicles, electrification, ride-hailing services, and the rise of the shared economy all have the potential to impact how people interact with transportation. Changing travel behaviors and new transportation options are likely to impact transit ridership and where people choose to live and work. All of these changes should be considered when developing and analyzing future scenarios.

The AECOM team has significant experience in developing future scenarios that address a range of potential assumptions and outcomes. Using this expertise, AECOM will develop possible alternative future scenarios that consider:

- Up to three alternative land use development patterns will be developed that look at spreading job and household densities in different parts of the region, including one business-as-usual assumption.
- Two varying levels of investment in the public transit system, including assumptions about service levels and coverage area.
- Two alternative transportation futures will be developed. One transportation future will be based on historic travel patterns and be based on the patterns included in the regional travel demand forecasting model. The second transportation future will be based on the introduction of new technologies and business models that alter how individuals make travel decisions.

Examples of recent AECOM scenario planning/modeling:

- AECOM used the Conveyal analysis tool for Focus40 scenario planning.
- AECOM recently conducted similar scenario planning/modeling in Washington, DC: see Metro blog posts about the project here: [https://planitmetro.com/category/strategic/cgw/landusealts/](https://planitmetro.com/category/strategic/cgw/landusealts/)

Using these alternative land uses, investment levels, and transportation futures, up to twelve alternative distinct scenarios can be identified and analyzed. All six scenarios will be analyzed for the traditional transportation future, while two scenarios will be selected for analysis under the alternative transportation future assumptions.

<table>
<thead>
<tr>
<th>Traditional Transportation Future</th>
<th>Alternative Transportation Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Investment</td>
<td>High Investment</td>
</tr>
<tr>
<td>Business as Usual Land Use</td>
<td>1</td>
</tr>
<tr>
<td>Land Use A</td>
<td>2</td>
</tr>
<tr>
<td>Land Use B</td>
<td>3</td>
</tr>
</tbody>
</table>

Each of these eight scenarios will be analyzed using the PACTS area forecasting model to understand changes to the performance of the public transit system. To complement the regional model, our team has developed the **Mobilitics™** platform, designed specifically to answer questions around the future impacts of emerging trends and technologies on the transportation system. **Mobilitics™** is an innovative planning and modeling tool based on travel demand forecasting theory to help cities understand the impacts of automated vehicles and other technologies and trends. Fully funded through an internal research and development grant, Mobilitics represents an opportunity for GPCOG to take advantage of years of AECOM investment in this field.

**Mobilitics™** is an innovative new tool designed by AECOM to help agencies grapple with uncertainty by quantifying the impacts of emerging technologies and trends across a range of potential futures. A preview is available online at [www.aecom.com/Mobilitics](http://www.aecom.com/Mobilitics).
Using these analytical tools, AECOM will define and analyze each of the scenarios based on a number of key performance metrics that will allow decision-makers and stakeholders to understand the impacts of these decisions. Key performance metrics may include:

- Transit ridership
- Vehicle Miles Traveled (VMT) and vehicle emissions
- Transit Operating Costs
- Vehicle Requirements
- Residents with access to transit
- Farebox recovery ratio
- Operating efficiency or riders per service hour

**Deliverables:**

- A detailed report describing the alternative scenarios developed, including the land use alternatives, investment levels, and transportation futures. The modeled outputs for each key performance metric will be included as well.
- A presentation to the PAC outlining the scenario planning process and findings.
- Presentation materials and digital content to be used as a part of the civic engagement process.

**Task 4: Recommendations and Strategies**

In this task, the AECOM team will utilize the various land use and transit network investment scenarios developed as part of Task 3. These scenarios — and their modeling results — will be defined by a series of specific indicators and modeling outputs. In this task, we will utilize these various outputs and measures to classify the various scenarios into certain groups. The definition of these classifications and what each group may consist of will be developed in close consultation with various stakeholders, and particularly with GPCOG staff input.

In addition, the AECOM team will determine if specific scenarios developed previously as part of Task 3 could be combined with each other in some manner in order to simplify the potential number of options; similarly, those scenarios that are mutually exclusive of each other will also be determined.

In this manner, the various scenarios can be developed into a series of recommendations and strategies defined and determined by differing land use and transit financing schemes.

Included within the various strategies and scenarios, in addition to public transit, will be related elements such as mobility management and micromobility. This will include access for vulnerable populations, bicycle and pedestrian facilities and connections, as well as the associated emerging technologies and technology solutions.

The AECOM team will then identify — given input from the civic engagement process, the plan’s overall vision, and the potential revenue and resources available — which strategies can be considered to be medium-term and which may be more long-term. As part of this process, we will also identify which medium-term strategies may be viewed as initial “interim development steps” to latter long-term strategies.

These recommendations and strategies — and their temporal classifications — will be outlined at a meeting with the Project Advisory Committee (PAC). Then, as the final step of this task, the AECOM team — with additional input from the PAC and GPCOG staff — will outline the final comprehensive set of prioritized strategies, utilizing a series of prioritization criteria that we will have previously developed in close consultation with GPCOG staff.

**Deliverable:** Recommendations and Strategies Report

**Task 5: Draft and Final Plan**

The Long-Range Public Transportation Plan will detail the future vision for Southern Maine and establish the road map to get there. The study team will develop the final plan to improve public transportation over the next 30 years in Southern Maine. The Plan will summarize the existing conditions, outline the final vision and concrete goals for public transportation in the region, document the outreach...
As with any transportation project, identifying all stakeholders who will be impacted by the project is a crucial first step to planning and implementing a successful public information effort. The number of businesses and residences impacted by the project will and should be consulted to achieve a vision for the area’s future. As noted above, the Project Advisory Committee will be critical to the success of the plan moving forward.

**Approach**

To develop a solid foundation for the stakeholder and public involvement effort, we propose to begin with a half-day communications kickoff workshop following notice to proceed (NTP). The desired outcome of the workshop is to work with GPCOG and PACTS to:

- Clearly define issues
- Establish overarching goals and measurable objectives
- Identify stakeholder groups
- Develop key messages for each stakeholder group
- Define the most appropriate outreach tools and tactics to inform stakeholders and involve the public including progress updates, proactive alerts, and incident communication
- Establish the schedule for carrying out communications tactics in a strategic way
- Decide how outreach activities and inquiries will be tracked
- Determine the process for measuring return on investment and the effectiveness of communications activities

Next, we will develop an **Engagement Strategy** rooted in the proven four-step process for public involvement — **Research, Planning, Execution, and Evaluation** — illustrated below.

The four-step process for public involvement — Research, Planning, Execution, and Evaluation. All AECOM strategic communications work is rooted in this proven process.

**Effective communications campaigns start with clearly worded, repeatable messaging to be conveyed to stakeholders using a dynamic variety of tactics. The goal is to create a “surround sound” effect where elected officials, the media, and key influencers are delivering messaging to the public at the same time we are reaching them directly through public involvement efforts, such as public meetings, and social media.**

Specifically for the Long-Range Planning project, our central tactics will include:

- Development of public outreach materials, such as a project brochure, branding and public outreach materials, fact sheet(s), and frequently asked questions; and content for publications.
Planning and coordination of website content and social media

The Engagement Strategy will detail measurable objectives; outreach activities to be carried out; roles and responsibilities; and a schedule for stakeholder touch points in line with project milestones. All communications efforts will be tailored to meet the unique needs of each stakeholder group, with communications preferences in mind. For example, we recommend regular meetings with elected officials, community leaders, and other key influencers, providing them with high-level content, along with easily repeatable information designed to be disseminated to their constituents. Our graphic designers will develop visual content to support these efforts.

**Deliverables:** Civic Engagement Strategy; Civic Engagement Toolkit & Digital Material; Website Material

**Task 8: Project Management**

AECOM takes its project management responsibilities very seriously and emphasizes ongoing communications to ensure that all participants in a project are aware of issues and activities. Working with GPCOG/PACTS, we will setup a Project Management Plan which will include a detailed schedule and work plan that identifies methodologies, key dates, timeframes, and responsibilities at the beginning of the study.

We anticipate monthly conference calls with GPCOG staff, with more frequent meetings when necessary. The purpose of the meetings will be to monitor progress and ensure compliance with budget and schedule, as well as to review task methodologies and obtain approval prior to initiating those tasks. Each month, an action list will be updated and distributed to meeting attendees that describes, at minimum, major activities, events, and decisions that need to be made in the following two to three weeks.

The AECOM team will meet in person with the PAC and at key stages during the study as will be detailed in the Project Management Plan developed at the outset of the study and discussed during the kick-off meeting. Estimated timeframes and milestones for each task are presented in the proposed project schedule on page 29.

At the kick-off meeting, the AECOM Team will meet with the GPCOG and agree upon a Project Management Plan (PMP). The AECOM Team will update the Plan as needed throughout the study process. The PMP includes the following elements:

**Detailed work plan**
- Task methodologies
- Staffing roles and responsibilities by task
- Approach for working with PTC/GPCOG Advisory Group

**Detailed schedule (Gantt chart)**
- Meeting/outreach dates/timeframes
- Deliverables
- Review of deliverables
- Revision of deliverables

**Roles and responsibilities**
- Consultant team members
- Client team members
- Steering Committee

**Communication protocol**

**Reporting/invoicing guidelines**
- Progress reports
- Schedule
- Formatting

**Deliverables:** Project Management Plan, monthly progress reports

Monument Square bus stop

Old Orchard Station

Saco Station
**Silver Line 2040**

- **Silver Line Fleet Planning and Procurement** (Vehicle Type, Fleet Size)
  A new Silver Line fleet will be introduced into service in phases, beginning in December of 2024 and continuing through 2030. The Silver Line fleet will consist of up to 40 electric buses and will be delivered in phases to ensure a smooth transition. The Silver Line fleet will be equipped with the latest technology and will provide a comfortable and reliable ride for passengers.

- **Silver Line Service Replacements and Maintenance Facility Upgradations**
  The Silver Line service replacement and maintenance facility will be expanded to accommodate the increased fleet size. This will include the construction of a new maintenance facility and the upgrade of existing facilities to ensure that the Silver Line fleet is maintained to the highest standards.

**Program Objective**
Add capacity and connectivity with an expanded and improved fleet that serves not only the South Street Station, but also an expanded Silver Line network extending beyond Chelsea.

**Infrastructure Upgrade**
- Silver Line Service Tunnel
  The Silver Line service tunnel will be extended to accommodate the increased fleet size. This will include the construction of new tunnels and the upgrade of existing infrastructure to support the increased capacity.

**Silver Line Rail Extension Under South Street in the Support of South Street Final and Other Infrastructure Infrastructure**
A new Silver Line rail extension will be constructed under South Street, providing a seamless connection between the Silver Line and other transportation systems in the area.

---

**Orange Line 2040**

- **Orange Line Systemwide Improvements Program Fleet Replacements**
  The Orange Line systemwide improvements program will include fleet replacements and modernization to ensure that the Orange Line remains a reliable and efficient mode of transportation for passengers.

- **Orange Line Systemwide Improvements Program Capacity and Reliability Improvements**
  This program will include improvements to increase the capacity of the Orange Line and improve reliability, such as the addition of new trains and the upgrade of existing infrastructure.

**Program Objective**
Increase peak-hour service to every 4.5 minutes, three times if development warrants, to meet the needs of riders and businesses throughout the growing corridor, serving additional riders from the Lower Mystic region.

---

Example Program Sheet graphics for Focus40 created by AECOM
3. Firm Experience

Team Overview

AECOM is a premier, fully integrated professional and technical services firm, positioned to design, build, finance and operate infrastructure assets around the world for public- and private sector clients. With nearly 80,000 employees — including planners, architects, engineers, designers, scientists and management and construction services professionals — serving clients in over 150 countries around the world, AECOM is ranked as the #1 engineering design firm by revenue in Engineering News-Record magazine’s annual industry rankings. The company is a leader in all of the key markets that it serves, including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings and government. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of clients’ projects. More information on AECOM and its services can be found at www.aecom.com.

For this project AECOM will be partnering with Fitzgerald & Halliday, Inc.

Fitzgerald & Halliday, Inc. (FHI) is a firm of innovative, multidisciplinary, and environmentally conscious planners, engineers, and scientists dedicated to improving the structure, function, connectivity, and overall quality of communities. FHI staff has expertise in transportation, environmental planning and sustainability, community planning, community engagement, public relations, information technology, and Geographic Information Systems (GIS). Thorough knowledge of the planning process, innovative presentation techniques, and strong quality assurance augment the high quality of our products as shown by our strong track record of repeat clients both as prime and as team members.

FHI has provided services to public and private sector clients since 1987 from office locations in Connecticut and New Jersey. FHI is certified as a disadvantaged business enterprise (DBE) / women owned business (WBE) in over 20 states and for many regional and municipal entities. FHI is also a certified Small Business Enterprise (SBE) in the state of Connecticut.

AECOM and FHI are currently or have recently partnered successfully on several projects, including NFTA Amherst-Buffalo Transit Options Study, I-84 Hartford Project, Mystic Mobility Study, NYCDOT Citywide Transit Plan, and the Hartford Transit Study.

Client References

AECOM

Tom Reinuaer
Transportation Director
Southern Maine PDC and Kittery Area MPO
110 Main Street, Suite 1400
Saco, ME 04072
Phone: 207-571-7065
Email: treinauer@smmpdc.org
Projects: ShuttleBus/York County Community Action
Intercity Transit Study
Dates: 2018

AECOM

Sandy Buchanan
General Manager
Western Maine Transportation Services (WMTS)
76 Merrow Road
Auburn, ME 04210
Phone: 207-333-6972
Email: sbuchanan@westernmainetrans.org
Projects: Western Maine Transit Feasibility Study
Dates: 2017

FHI

Kristin Hadjstylianos
Senior Planner
WestCOG
1 Riverside Road
Sandy Hook, CT 06482
Phone: 203-965-4972; 475-323-2073
Email: khadjstylianos@westcog.org
Project: Bus and Shuttle System Study, Stamford, CT
Dates: 2015–2017
Project Descriptions

**CRCOG Long-Range Transportation Plan Update**

Ongoing  AECOM

**Client:** Capitol Region Council of Governments

**Link to report online:** [https://crcogconnect2045.com/](https://crcogconnect2045.com/)

**Team Involvement**
- Stephen Gazillo — Project Manager
- Krystal Oldread — Transit Planner
- Kevin Tedesco — Bike/Ped Transportation Planner
- Stacy Zung — Graphics

AECOM is helping the Capitol Region Council of Governments (CRCOG) develop its Long-Range Transportation Plan (LRTP), a plan which lays out a vision for the region’s transportation system over the next 25 years. The CRCOG region faces many transportation challenges. As a net importer of employees and the region with largest population growth in the state, congestion is an escalating problem in the region. Additionally, CRCOG is grappling with evolving transportation funding issues, addressing environmental justice concerns when developing mobility solutions, coordination with seven different public transit operators, and harnessing the latest technology to make it work for Capitol region residents. The LRTP Update will facilitate the prioritization of and consensus-building around the transportation investments that CRCOG and its residents, businesses and visitors want and need to maintain a vital economy and good quality of life. AECOM is developing the core of the plan to:

- Identify key transportation goals, policies, and priorities to meet the access and mobility needs of the CRCOG region
- Identify innovative funding mechanisms to help finance the region’s important transportation priorities
- Develop a fiscally-constrained implementation plan for the region’s priority transportation projects
- Meet federally-mandated requirements to incorporate performance measures into the plan
- Be a leader in new and emerging technology

**CONNECT2045**

- Identify key transportation goals, policies, and priorities to meet the access and mobility needs of the CRCOG region
- Identify innovative funding mechanisms to help finance the region’s important transportation priorities
- Develop a fiscally-constrained implementation plan for the region’s priority transportation projects
- Meet federally-mandated requirements to incorporate performance measures into the plan
- Be a leader in new and emerging technology

**ShuttleBus/York County Community Action Intercity Transit Study, York, Maine**

2018  AECOM

**Client:** Southern Maine Planning and Development Commission

**Link to report online:** [https://drive.google.com/file/d/1IT528LWOwBAN1n8yS15kC8UXVhkqBd dq/view?usp=sharing](https://drive.google.com/file/d/1IT528LWOwBAN1n8yS15kC8UXVhkqBd dq/view?usp=sharing)

**Team Involvement**
- Jill Cahoon — Project Manager
- Krystal Oldread — Transportation Planner

AECOM worked with the Southern Maine Planning and Development Commission, York County Community Action Corporation (YCCAC), and Biddeford-Saco-Old Orchard Beach Transit Committee (ShuttleBus) to develop routing options to connect Sanford, Biddeford, and Saco in York County to Portland, the largest employment center in the state, located in Cumberland County. Currently both YCCAC and ShuttleBus operate regional routes, but as of 2018, the routing of these services will no longer be eligible for Maine Department of Transportation funding as intercity transit routes (Federal Transit Administration (FTA) Section 5311 (f) funds). Because of this change, early 2018 is the perfect opportunity to look for collaborative options to provide more seamless, convenient regional service in York County.

For this study AECOM conducted a market analysis of the region as part of the development of a purpose and need statement and is reviewing existing services to understand the transit needs and travel patterns in the region. These findings were used in conjunction with a tiered evaluation process to develop alternatives and recommendations that best fit the service area’s public transit needs for intercity transit service from Sanford, Biddeford, and Saco into Portland. The final recommendations include a description of the alignment, schedules, capital needs and costs, a financial plan and a step-by-step list to implement service.
Focus40 is the 25-year investment plan to position the MBTA to meet the needs of the Greater Boston region in 2040. Focus40 is developing a long-term investment strategy that recognizes both today’s infrastructure challenges as well as the shifting demographics, changing climate, and evolving technologies that may collectively alter the role the MBTA will play in the Greater Boston of the future.

For the commuter rail and rapid transit modes, AECOM reviewed relevant prior studies and completed a State of the System report, which analyzed existing conditions and trends across the entirety of the MBTA’s Commuter Rail system. From this and a series of public meetings we developed an understanding of the system’s future needs over the Focus40 planning horizon. Sources utilized in this work included MBTA’s State of Good Repair (SGR) Database and meetings with MBTA and MassDOT management level personnel overseeing all aspects of the commuter rail system and rapid transit systems, and Central Transportation Planning Staff’s ongoing work on the MBTA Service Standards and Service Delivery Policy Update.

AECOM developed an “Idea Catalog” for compiling and categorizing hundreds of investment ideas generated through the innovative public process and from internal team and MassDOT/MBTA sources, and worked with MassDOT to pre-screen and evaluate them. The work also included an assessment of where urban rail overlays of the commuter rail system make sense, considering candidate technologies, their operations and maintenance requirements, station siting considerations, and key governance steps.

AECOM coordinated the Commuter Rail, Rapid Transit, and Bus elements of the Focus40 recommendations with program-wide infographics and a unified web-based final report.

Focus40 is the 25-year investment plan to position the MBTA to meet the needs of the Greater Boston region in 2040. Focus40 is developing a long-term investment strategy that recognizes both today’s infrastructure challenges as well as the shifting demographics, changing climate, and evolving technologies that may collectively alter the role the MBTA will play in the Greater Boston of the future.

For the commuter rail and rapid transit modes, AECOM reviewed relevant prior studies and completed a State of the System report, which analyzed existing conditions and trends across the entirety of the MBTA’s Commuter Rail system. From this and a series of public meetings we developed an understanding of the system’s future needs over the Focus40 planning horizon. Sources utilized in this work included MBTA’s State of Good Repair (SGR) Database and meetings with MBTA and MassDOT management level personnel overseeing all aspects of the commuter rail system and rapid transit systems, and Central Transportation Planning Staff’s ongoing work on the MBTA Service Standards and Service Delivery Policy Update.

AECOM developed an “Idea Catalog” for compiling and categorizing hundreds of investment ideas generated through the innovative public process and from internal team and MassDOT/MBTA sources, and worked with MassDOT to pre-screen and evaluate them. The work also included an assessment of where urban rail overlays of the commuter rail system make sense, considering candidate technologies, their operations and maintenance requirements, station siting considerations, and key governance steps.

AECOM coordinated the Commuter Rail, Rapid Transit, and Bus elements of the Focus40 recommendations with program-wide infographics and a unified web-based final report.
AECOM provided transportation, economic, financial, and environmental planning and analysis for the NEC Passenger Rail Corridor Investment Plan. The purpose of the NEC FUTURE investment program was to upgrade aging infrastructure and to improve the reliability, capacity, connectivity, and resiliency of future passenger rail service on the NEC, while promoting environmental sustainability and economic growth. While the study horizon year for NEC FUTURE is 2040, the vision for rail on the NEC will provide a foundation for growth well beyond.

With a range of asset owners and service operators that utilize the NEC, the alternatives development process entailed frequent coordination with state and railroad stakeholders, as well as federal and state officials. For the evaluation of markets and ridership, AECOM developed an intercity passenger rail forecasting model, calibrated with new household and intercept survey data, and a process for integrating the outcomes of this intercity ridership forecasting tool with travel demand forecasts for each of the commuter/regional railroads along the NEC. In developing service plans, AECOM focused on ways to create operating efficiencies in the delivery of passenger rail services across a 457-mile corridor used by Amtrak, as well as eight separate commuter or regional railroads. All of these ideas are incorporated into the Preferred Alternative documented in the Tier 1 Final EIS.

Supporting the entire NEC FUTURE program was an extensive public and stakeholder outreach program, which included a range of tools and techniques to inform and engage the public in this regionally-significant effort.

AECOM was retained by the St. Cloud Metropolitan Transit Commission to update the Long-Range Plan for this university community. AECOM completed the previous two plan updates. Work included preparing a transit service and market analysis of Metro Bus service, including a demographic and socioeconomic analysis of the service area, and GIS maps showing the relationship of service to transit dependent populations and trip generators, and identifying areas where more service is needed. The effort also included analysis of the St. Cloud State University and the St. Cloud Technical and Community College communities with regard to both transportation needs and existing service patterns, particularly as they relate to a changing pattern of affordable and student housing since the last plan update was completed. The AECOM team then developed transit service alternatives to meet the needs of the community now and in the future.

The AECOM team also conducted a secondary transit hub feasibility analysis based on an examination of the existing Crossroads Shopping Center transfer hub needs. During this analysis, the team looked at modal coordination, enhancements to the Intelligent Transportation System, and coordination with the Northstar Link commuter service.

The planning effort included significant public outreach, including several outreach sessions, an in-depth stakeholder interview process, online and social media outlets, as well as passenger surveys and non-user market analysis, and resulted in a service, financial, and capital plan for Metro Bus that positions the transit system for a phased pattern of growth over the next two decades.

AECOM was retained by the St. Cloud Metropolitan Transit Commission to update the Long-Range Plan for this university community. AECOM completed the previous two plan updates. Work included preparing a transit service and market analysis of Metro Bus service, including a demographic and socioeconomic analysis of the service area, and GIS maps showing the relationship of service to transit dependent populations and trip generators, and identifying areas where more service is needed. The effort also included analysis of the St. Cloud State University and the St. Cloud Technical and Community College communities with regard to both transportation needs and existing service patterns, particularly as they relate to a changing pattern of affordable and student housing since the last plan update was completed. The AECOM team then developed transit service alternatives to meet the needs of the community now and in the future.

The AECOM team also conducted a secondary transit hub feasibility analysis based on an examination of the existing Crossroads Shopping Center transfer hub needs. During this analysis, the team looked at modal coordination, enhancements to the Intelligent Transportation System, and coordination with the Northstar Link commuter service.

The planning effort included significant public outreach, including several outreach sessions, an in-depth stakeholder interview process, online and social media outlets, as well as passenger surveys and non-user market analysis, and resulted in a service, financial, and capital plan for Metro Bus that positions the transit system for a phased pattern of growth over the next two decades.

AECOM provided transportation, economic, financial, and environmental planning and analysis for the NEC Passenger Rail Corridor Investment Plan. The purpose of the NEC FUTURE investment program was to upgrade aging infrastructure and to improve the reliability, capacity, connectivity, and resiliency of future passenger rail service on the NEC, while promoting environmental sustainability and economic growth. While the study horizon year for NEC FUTURE is 2040, the vision for rail on the NEC will provide a foundation for growth well beyond.

With a range of asset owners and service operators that utilize the NEC, the alternatives development process entailed frequent coordination with state and railroad stakeholders, as well as federal and state officials. For the evaluation of markets and ridership, AECOM developed an intercity passenger rail forecasting model, calibrated with new household and intercept survey data, and a process for integrating the outcomes of this intercity ridership forecasting tool with travel demand forecasts for each of the commuter/regional railroads along the NEC. In developing service plans, AECOM focused on ways to create operating efficiencies in the delivery of passenger rail services across a 457-mile corridor used by Amtrak, as well as eight separate commuter or regional railroads. All of these ideas are incorporated into the Preferred Alternative documented in the Tier 1 Final EIS.

Supporting the entire NEC FUTURE program was an extensive public and stakeholder outreach program, which included a range of tools and techniques to inform and engage the public in this regionally-significant effort.

AECOM was retained by the St. Cloud Metropolitan Transit Commission to update the Long-Range Plan for this university community. AECOM completed the previous two plan updates. Work included preparing a transit service and market analysis of Metro Bus service, including a demographic and socioeconomic analysis of the service area, and GIS maps showing the relationship of service to transit dependent populations and trip generators, and identifying areas where more service is needed. The effort also included analysis of the St. Cloud State University and the St. Cloud Technical and Community College communities with regard to both transportation needs and existing service patterns, particularly as they relate to a changing pattern of affordable and student housing since the last plan update was completed. The AECOM team then developed transit service alternatives to meet the needs of the community now and in the future.

The AECOM team also conducted a secondary transit hub feasibility analysis based on an examination of the existing Crossroads Shopping Center transfer hub needs. During this analysis, the team looked at modal coordination, enhancements to the Intelligent Transportation System, and coordination with the Northstar Link commuter service.

The planning effort included significant public outreach, including several outreach sessions, an in-depth stakeholder interview process, online and social media outlets, as well as passenger surveys and non-user market analysis, and resulted in a service, financial, and capital plan for Metro Bus that positions the transit system for a phased pattern of growth over the next two decades.
### Portland North Alternative Modes Project

**2011 AECOM**

MaineDOT considered implementing either rail or bus rapid transit service between the cities of Portland and Brunswick or Portland and the Lewiston/Auburn area. This area contains five of the six most populous communities in Maine and has experienced heavy traffic congestion and increases in commute flows over recent years. Since existing roadways have limited expansion possibilities, the agency wanted to consider utilizing the extensive rail right-of-way network to implement a commuter service that would help relieve roadway congestion and provide transportation connectivity between existing and planned transportation services, including Amtrak’s Downeaster rail service. Although Portland is the primary destination for most travel in the corridor, this project also has a high potential to provide intra-corridor trips and reverse-commuting opportunities to and between the high employment generators that exist with the study area.

AECOM assisted in developing and evaluating potential transit alternatives for state investment and consideration for the Federal Transit Administration (FTA) Small Starts funding program. Tasks included development and rating of alternatives, selection and design of the preferred alternative, preparation of an Environmental Assessment (EA), and preparation of an application under the FTA Small Starts program. Since the completion of the project, the Amtrak Downeaster passenger rail service now serves Brunswick and an express bus service (METRO BREEZ) connecting Freeport, Yarmouth, Falmouth, and Portland has been implemented.

### Western Maine Transit Feasibility Study

**2017 AECOM**

AECOM worked with Western Maine Transportation Services, Inc. (WMTS) to develop a Transit Feasibility Study to determine the viability of public transit that will connect and expand existing transit services. The study evaluated the needs of the region in order to propose alternatives and recommendations to improve service. The study also considered economic development and key connections within this predominantly rural area, especially for work and school/training trips.

For this study AECOM conducted a market analysis of the region, reviewed existing services and conducted a robust survey to understand the needs and travel patterns in the region and characterize unmet transportation needs. These findings support a three-tier process to develop alternatives and recommendations that best fit the service area’s public transit needs. The final recommendations included alignments, schedules, capital needs and costs, a financial plan and road map to implementing service. As part of the overall study, AECOM conducted a funding analysis to identify innovative funding techniques used nationwide and how they could be applied in Maine.
The AECOM Team, including LSC Transportation Consultants, conducted a fixed route transit service feasibility analysis in the rural/suburban/tourist Lakes Region of Maine to connect to major destinations both within the region and in the City of Portland. The team conducted a transit needs analysis, solicited stakeholder and public input, and developed service strategies for public transportation along the Route 302 corridor. This work was completed as part of ongoing assistance to a local transit service provider, Regional Transportation Program (RTP), by the Community Transportation Association of America (CTAA).

AECOM provided demographic and needs analysis, solicited stakeholder and public input, and developed service strategies for public transportation in suburban and rural Maine northwest of Portland along the Route 302 corridor. This work was completed as part of ongoing assistance to a local provider, Regional Transportation Program (RTP), by the Community Transportation Association of America (CTAA).

The study recommended a corridor route running from a park and ride lot in Naples through the Lakes Region along Route 302 connecting with the local bus service provider (Greater Portland METRO) in Westbrook and circulating through downtown Portland to provide direct service to the major trip generators. The recommended service also provides a reverse commute option from Portland into the Lakes Region.

AECOM received an extension from CTAA in 2011 to assist RTP in continuing the recommended service plan through implementation.

The AECOM Team worked with the Greater Portland Council of Governments (GPCOG) in determining the feasibility of consolidating three local transit providers into one. Using a variety of analytical tools and data, the team examined service characteristics, physical assets, financial performance, administration and governance, and federal, state and local legislation for each provider.

This information was used to understand the differences among the systems and potential barriers which might prevent consolidation. A set of five transit consolidation scenarios were then developed based on differing governance structures. These five were whittled down to three, where a cost-benefit analysis was conducted to determine the costs and savings associated with consolidation. GPCOG and the providers then identified the consolidation scenario and option the best thought fit the region based on the cost-benefit analysis and feasibility assessment. AECOM then developed an implementation plan to overcome the previously identified barriers.

The Plan included recommendations, guidelines, schedules and techniques to achieve consolidation.
Fitzgerald & Halliday, Inc. (FHI) was the lead consultant for a multi-faceted study of public and private transportation services in Stamford, CT. The study began with a detailed investigation of public and private shuttles, assessing impacts of the shuttle services on network operations and traffic circulation in and around the Stamford Transportation Center (STC) and providing governance and operating scenarios for efficient, coordinated delivery of transit service at the STC for employers and commuters. As scenarios were refined and advanced, the team conducted detailed analyses to test their potential against the existing network structure.

Following the initial focus on private shuttles and the potential for improvements to the current shuttle operations, the study phase developed strategies to enhance additional components of the urban transit and transportation network including CTtransit services, roadway operations in the vicinity of the STC and along bus routes, last-mile connectivity improvements, and non-motorized access to, from and through the transportation center hub.

The study was conducted with support and participation from the Connecticut Department of Transportation, the City of Stamford, CTtransit, and the Stamford business community.

Eastern Gateway Study
2015–present  FHI

Fitzgerald and Halliday, Inc. (FHI) is leading a multimodal transportation corridor study along the major corridors leading to and from UCONN’s Storrs Campus Connecticut. Working for the Capitol Region Council of Governments (CRCOG), in partnership with the Connecticut Department of Transportation (CTDOT) and the Towns of Tolland, Mansfield, Coventry, Bolton, and Windham, FHI will develop a pro-active transportation strategy and implementation plan that focuses on Route 195 between Interstate 84 (exit 68) and Route 66 and Route 44 between Interstate 384 (termination) to Route 195. The plan will address current and long-range travel and community quality of life issues on the corridors and will build opportunities to enhance them. The Plan will include: plan vision, goals, and objectives, conceptual improvement plans and visualizations for roadways, transit, pedestrian and bicycle facilities, simulation models to illustrate operating characteristics, recommended supporting regulatory changes, order-of-magnitude cost estimates, priority and phasing and a funding action plan.
AECOM is assisting the U.S. Army Corps of Engineers, New England District with a multiyear Major Rehabilitation Evaluation (MRE) Study of the Bourne and Sagamore Highway Bridges. These bridges span the Cape Cod Canal and play a critical role in local transportation and the economy. The purpose of the study is to determine whether major rehabilitation or replacement of either or both bridges will provide the most reliable, fiscally responsible solution for the future.

This project is of significant interest in the community. AECOM developed an engagement plan for the Study, as well as the public meetings which will held during the process. To date, AECOM developed fact sheets, posters, a PowerPoint presentation and a website for the effort. As the study moves forward, our team will work with the client to develop additional materials and ensure the website is kept up to date.

The Regional Transit System Plan (RTSP) project culminated in the identification of the Connect Greater Washington (CGW) 2040 Plan. The CGW Plan identifies the future high-capacity transit service network that will be needed to support continued growth in population, employment, and economic activity across the Washington, D.C. metropolitan area by the year 2040 and create a more livable, prosperous, and accessible region.

After the development of the recommended transit improvement plan, AECOM evaluated how different policy decisions, such as alternative land uses, changes to the cost of driving and/or parking, congestion pricing, or changing the availability of park-and-ride facilities might result in better utilization of the baseline transit network without the need for costly capital improvements. Using an innovative scenario-planning based approach, the project team analyzed nine potential versions of 2040, and quantified the benefits and impacts to the region in a number of customized performance metrics that balanced regional goals for equity and service levels with fiscal and economic concerns. The analysis showed how more transit-supportive land use and pricing strategies could effectively incentivize travel behavior that supported the existing infrastructure.

A series of blog posts by Metro on CGW can be found here: https://planitmetro.com/category/strategic/cgw/landusealts/
4. Project Staff Qualifications

Key Staff Overview
The AECOM Team is composed of individuals with outstanding technical abilities, along with recent experience on similar technical assistance projects and transit feasibility planning projects for other transit agencies throughout the United States. Our team offers all factors critical to success including technical expertise, senior leadership, and experience with the study objectives and issues.

Adhering to schedule and scope will be critical to the project’s successful completion. AECOM has an outstanding record of such adherence. Moreover, the team has a commitment to delivering quality products both on-time and within budget. We achieve this mission by maintaining monthly project management forms linked to our financial recordkeeping systems, and by working closely with our clients at all steps in the process.

Organization Chart

<table>
<thead>
<tr>
<th>Team Member, Role &amp; Expertise</th>
<th>Key Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jill Cahoon, GISP (AECOM)</td>
<td>Jill Cahoon, GISP, will serve as Project Manager for this project. She has 16 years of experience in transit planning. She is a native of Windham, Maine and currently works out of southern New Hampshire. Ms. Cahoon’s related experience includes serving as Project Manager for the 2017 Western Maine Transit Feasibility Study and 2018 Southern Maine Intercity Transit Study. The Western Maine Transit Feasibility Study examined the viability to connect existing services to Androscoggin, Franklin and Oxford counties. The southern Maine Intercity Transit Study developed routing options to connect Sanford, Biddeford and Saco in York County to Portland. Ms. Cahoon also served as Project Manager for the Lakes Region Transit Study sponsored by the Community Transportation Association of America (CTAA) in Portland, Maine, which evaluated transit service feasibility connecting the communities in the Lakes Region to the City of Portland along the Route 302 Corridor. The recommended service strategy in the region was implemented and has been expanded twice since implementation.</td>
</tr>
<tr>
<td>Team Member, Role &amp; Expertise</td>
<td>Key Qualifications</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td><strong>Jay Duncan, AICP (AECOM)</strong></td>
<td></td>
</tr>
<tr>
<td>Principal-in-Charge</td>
<td>Jay Duncan, AICP, will serve as a Principal-in-Charge for the project. Mr. Duncan has substantial experience managing large multi-discipline projects for most transportation modes, including many projects in Maine. The majority of his experience is in developing workable, environmentally sensitive and effective transportation solutions in complex and diverse environments. He has been involved with all facets of project development including feasibility studies, master plans, alternatives analysis, environmental analysis, design and construction for transportation services throughout the country. In addition to his project management duties, he manages the Americas Transportation Planning practice, responsible for supporting Planners throughout North America in securing and executing work for our clients and developing emerging technologies and solutions to address the mobility needs of users throughout the country.</td>
</tr>
<tr>
<td>Technical Oversight</td>
<td></td>
</tr>
<tr>
<td><strong>Carmine Trotta (AECOM)</strong></td>
<td></td>
</tr>
<tr>
<td>QA/QC</td>
<td>Carmine Trotta will serve as Quality Assurance Lead for the project. He has provided quality reviews of AECOM planning documents for the past five years and works closely with Mr. Gazillo to assure overall quality and clarity of planning reports. A former transportation planning director for the Connecticut Department of Transportation, Mr. Trotta has significant experience and knowledge of long-range transportation plan updates and policies as well as public participation plans related to transportation planning projects.</td>
</tr>
<tr>
<td><strong>Kelly Stoll (AECOM)</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Communications Specialist</td>
<td>Kelly Stoll will serve as Senior Communications Specialist for this project. Ms. Stoll is an innovative communications professional with a proven record of success in challenging public relations, strategic planning, facilitation and training, and marketing roles. She possesses more than 20 years experience in many facets of the communications field including community involvement, public relations, marketing, media relations, special events planning, and multiple-project coordination.</td>
</tr>
<tr>
<td>Civic Engagement</td>
<td></td>
</tr>
<tr>
<td><strong>Stephanie (Will) Calves</strong></td>
<td></td>
</tr>
<tr>
<td>Task Lead, Recommendations &amp; Strategies</td>
<td>Will Calves will serve as a Senior Transit Planner for the project and task lead for developing recommendations and strategies. Mr. Calves is a Senior Transit Planner with 24 years’ experience performing transit and transportation planning studies and management reviews for public transportation agencies. He brings to the firm prior experience developing strategic and long-range plans for university communities, including St. Cloud, Minnesota, Rutgers New Jersey and a number of other similar projects. He has been responsible for compiling and analyzing data regarding public transportation agencies and operations, and for the preparation of system route, operations and marketing plans utilizing the data results, both for short term “tactical” approaches as well as for long term “strategic” endeavors.</td>
</tr>
<tr>
<td><strong>Dalia Leven, AICP (AECOM)</strong></td>
<td></td>
</tr>
<tr>
<td>Scenario Planning Lead, Model Forecasting, Mobility Planning</td>
<td>Dalia Leven, AICP, will serve as the lead for Scenario Planning for this project. Ms. Leven has experience in travel demand forecasting, transportation planning, transportation analysis, and transit planning and international expertise in the field of planning for autonomous vehicles and other emerging mobility solutions, with emphasis on their impacts on travel behavior and the built environment. She has worked extensively in the Washington metropolitan region on a number of regional and corridor-level transportation studies including the VDOT analysis of transportation projects, TransAction 2040, ConnectGreaterWashington for WMATA and a number of long-range planning studies throughout Maryland, Virginia, and DC. She has used a range of forecasting models, including the MWCGO regional model to develop tools and measures to analyze multi-modal travel impacts of future development and transportation network improvements, including new future mobility options. Dalia uses her unique expertise to combine the technical areas of modeling, planning, and engineering and to distill highly detailed technical analysis to decision-makers and the public in a way that is understandable and useful.</td>
</tr>
<tr>
<td><strong>Stephen Gazillo, AICP</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Transit Planner, Model Forecasting, Mobility Planning</td>
<td>Stephen Gazillo, AICP, will serve as the Transportation Planning Lead for this project. Mr. Gazillo has more than 35 years of experience in multimodal and public transportation system planning and implementation. He is currently serving as the project manager for CRCOG LRTP update and CT Strategic Rail. He was also involved in the creation of Focus40 and NEC Future and . Prior to joining AECOM, Mr. Gazillo worked for both the Pioneer Valley Transit Authority and for New Jersey Transit Rail Operation.</td>
</tr>
<tr>
<td><strong>Kelly Stoll</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Communications Specialist</td>
<td></td>
</tr>
<tr>
<td>Civic Engagement</td>
<td></td>
</tr>
<tr>
<td><strong>Carmine Trotta</strong></td>
<td></td>
</tr>
<tr>
<td>QA/QC</td>
<td></td>
</tr>
<tr>
<td><strong>Kelly Stoll</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Communications Specialist</td>
<td></td>
</tr>
<tr>
<td>Civic Engagement</td>
<td></td>
</tr>
<tr>
<td><strong>Stephanie (Will) Calves</strong></td>
<td></td>
</tr>
<tr>
<td>Task Lead, Recommendations &amp; Strategies</td>
<td>Will Calves will serve as a Senior Transit Planner for the project and task lead for developing recommendations and strategies. Mr. Calves is a Senior Transit Planner with 24 years’ experience performing transit and transportation planning studies and management reviews for public transportation agencies. He brings to the firm prior experience developing strategic and long-range plans for university communities, including St. Cloud, Minnesota, Rutgers New Jersey and a number of other similar projects. He has been responsible for compiling and analyzing data regarding public transportation agencies and operations, and for the preparation of system route, operations and marketing plans utilizing the data results, both for short term “tactical” approaches as well as for long term “strategic” endeavors.</td>
</tr>
<tr>
<td><strong>Dalia Leven, AICP</strong></td>
<td></td>
</tr>
<tr>
<td>Scenario Planning Lead, Model Forecasting, Mobility Planning</td>
<td>Dalia Leven, AICP, will serve as the lead for Scenario Planning for this project. Ms. Leven has experience in travel demand forecasting, transportation planning, transportation analysis, and transit planning and international expertise in the field of planning for autonomous vehicles and other emerging mobility solutions, with emphasis on their impacts on travel behavior and the built environment. She has worked extensively in the Washington metropolitan region on a number of regional and corridor-level transportation studies including the VDOT analysis of transportation projects, TransAction 2040, ConnectGreaterWashington for WMATA and a number of long-range planning studies throughout Maryland, Virginia, and DC. She has used a range of forecasting models, including the MWCGO regional model to develop tools and measures to analyze multi-modal travel impacts of future development and transportation network improvements, including new future mobility options. Dalia uses her unique expertise to combine the technical areas of modeling, planning, and engineering and to distill highly detailed technical analysis to decision-makers and the public in a way that is understandable and useful.</td>
</tr>
<tr>
<td><strong>Stephen Gazillo, AICP</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Transit Planner</td>
<td></td>
</tr>
<tr>
<td><strong>Kelly Stoll</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Communications Specialist</td>
<td></td>
</tr>
<tr>
<td>Civic Engagement</td>
<td></td>
</tr>
<tr>
<td><strong>Carmine Trotta</strong></td>
<td></td>
</tr>
<tr>
<td>QA/QC</td>
<td></td>
</tr>
<tr>
<td><strong>Kelly Stoll</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Communications Specialist</td>
<td></td>
</tr>
<tr>
<td>Civic Engagement</td>
<td></td>
</tr>
<tr>
<td><strong>Stephanie (Will) Calves</strong></td>
<td></td>
</tr>
<tr>
<td>Task Lead, Recommendations &amp; Strategies</td>
<td>Will Calves will serve as a Senior Transit Planner for the project and task lead for developing recommendations and strategies. Mr. Calves is a Senior Transit Planner with 24 years’ experience performing transit and transportation planning studies and management reviews for public transportation agencies. He brings to the firm prior experience developing strategic and long-range plans for university communities, including St. Cloud, Minnesota, Rutgers New Jersey and a number of other similar projects. He has been responsible for compiling and analyzing data regarding public transportation agencies and operations, and for the preparation of system route, operations and marketing plans utilizing the data results, both for short term “tactical” approaches as well as for long term “strategic” endeavors.</td>
</tr>
<tr>
<td><strong>Dalia Leven, AICP</strong></td>
<td></td>
</tr>
<tr>
<td>Scenario Planning Lead, Model Forecasting, Mobility Planning</td>
<td>Dalia Leven, AICP, will serve as the lead for Scenario Planning for this project. Ms. Leven has experience in travel demand forecasting, transportation planning, transportation analysis, and transit planning and international expertise in the field of planning for autonomous vehicles and other emerging mobility solutions, with emphasis on their impacts on travel behavior and the built environment. She has worked extensively in the Washington metropolitan region on a number of regional and corridor-level transportation studies including the VDOT analysis of transportation projects, TransAction 2040, ConnectGreaterWashington for WMATA and a number of long-range planning studies throughout Maryland, Virginia, and DC. She has used a range of forecasting models, including the MWCGO regional model to develop tools and measures to analyze multi-modal travel impacts of future development and transportation network improvements, including new future mobility options. Dalia uses her unique expertise to combine the technical areas of modeling, planning, and engineering and to distill highly detailed technical analysis to decision-makers and the public in a way that is understandable and useful.</td>
</tr>
<tr>
<td>Team Member, Role &amp; Expertise</td>
<td>Key Qualifications</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Chris Orr, PMP (AECOM) Outreach Specialist Stakeholder Engagement</td>
<td>Chris Orr, PMP, will serve as Outreach Specialist for the project. Chris has over 18 years of communications, stakeholder engagement, training development and delivery, and disaster response experience and is the Communication Supervisor for the AECOM Strategic Communications Group. His work includes conducting regional and local level training exercises for government and defense agencies, providing real-time situational awareness reporting to military and civilian leaders in the US and abroad, and directing event planning and stakeholder engagement for one of the nation’s foremost military musical organizations.</td>
</tr>
<tr>
<td>Thomas Redstone (AECOM) Outreach Specialist Public Outreach, Coordination, Cost-Benefit Analysis</td>
<td>Thomas Redstone will serve as an Outreach Specialist for this project. Mr. Redstone is an economic analyst in AECOM’s Transportation business line out of the Portland Maine office. In leading planning meetings in support of local hazard mitigation plans and through conducting hazard mitigation workshops as a part of the Federal Disaster Declaration process, he has vast experience in coordinating and leading meetings and conducting community outreach.</td>
</tr>
<tr>
<td>Stephanie Martin (AECOM) Outreach Specialist Civic Engagement, Outreach Material Development</td>
<td>Stephanie Martin will serves as an Outreach Specialist for this project. Ms. Martin is a member within the Strategic Communications Services team and previously worked as an Outreach Assistant with AECOM’s Transportation Demand Management Group. She has experience working with FEMA, transportation, and state/county offices. Ms. Martin exhibits skills in customer service, outreach, reporting, and some data entry.</td>
</tr>
<tr>
<td>Stacy Zung (AECOM) Graphic Designer Graphic Design</td>
<td>Stacey Zung will serve as a Graphic Designer for this project. Ms. Zung is a graphic and information designer with over 10 years professional experience. She has primarily worked in the transportation industry specializing in transportation information design, signage and wayfinding, as well as identity and network information planning for print and environments. She has been involved with international projects for placemaking, city identity, legibility and wayfinding programs that have required processes such as stakeholder engagement and user testing through to identity development, location planning, and design standard guidelines.</td>
</tr>
<tr>
<td>Chris Chaffee, PE, PTOE (AECOM) Engineer Emerging Technology, Intelligent Transportation Systems</td>
<td>Chris Chaffee will serve as an Engineer for this project focusing on emerging technology. Chris is involved with transportation technology and data projects throughout New England and understands the full lifecycle of projects from planning through operations and maintenance. Chris is the President of the New England Intelligent Transportation Society and regularly interacts with stakeholders from public agencies, academic institutions, consultants, technicians, and technology vendors. Chris was recently selected as and Engineering News-Record 2019 Top Young Professional.</td>
</tr>
<tr>
<td>Michael Ahillen, AICP (FHI) Senior Transportation Planner Transportation Technology</td>
<td>Michael Ahillen, AICP, will serve as a Senior Transportation Planner specializing in Emerging Technology. Michael has used his expertise in transportation planning and public involvement to enhance the livability and economic vitality of urban areas across North America and Australia. His project experience includes transit and parking studies, bike system design, bikeshare feasibility studies, and economic development plans. In addition to technical planning, he has extensive experience leading innovative and inclusive community engagement efforts. He is skilled at communicating complex technical analysis to a variety of stakeholders, including business groups, advisory committees, the press, elected officials, and members of the public. His Spanish language abilities work to include non-English speaking community members in the public process.</td>
</tr>
<tr>
<td>Chris Henry, AICP (FHI) Senior Transportation Planner Mobility Management, Multi-Modal Planning</td>
<td>Chris Henry, AICP, will serve as Senior Transportation Planner for this project. Mr. Henry has 18 years of experience in transportation planning with an emphasis on public transit operations, policy, and management. He leads FHI’s Mobility Service Line, specializing in short-term operations plans and long-range, strategic support for transit providers and a variety of public agencies.</td>
</tr>
<tr>
<td>Krystal Oldread (AECOM) Transportation Planner Operations Planning, Performance Measures, System Evaluation, GIS</td>
<td>Krystal Oldread will serve as a Transportation Planner for this project. Ms. Oldread has a diverse background in transit, planning, engineering and operations. Her focuses are in scheduling and routing, operational planning, performance measures and mapping. As the former Director of Operations and Planning for the Pioneer Valley Transit Authority she was in charge of all planning and fixed route and paratransit operations, oversaw a fare increase, Transit Asset Management Plan creation, Title VI Program update, and major service changes on 25% of the routes.</td>
</tr>
<tr>
<td>Team Member, Role &amp; Expertise</td>
<td>Key Qualifications</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| **Kevin Tedesco (AECOM)**  
Transportation Planner  
Complete Streets, Pedestrian/Bicycle Planning | **Kevin Tedesco** will serve as an **Transportation Planner** for this project. Mr. Tedesco expertise includes transportation and multi-modal planning. His focus is on Complete Streets, bicycle and pedestrian planning, context sensitive solutions, and TOD — giving him a well-rounded, human scale approach to transportation planning. Kevin managed significant bicycle and pedestrian studies such as the SCCOG Regional Bike and Pedestrian Plan and portions of CT’s Active Transportation Plan. While at CTDOT, he was also liaison to the Bicycle and Pedestrian Advisory Board, the Hartford Complete Streets board and participated in the Connecticut Greenways Council to create a culture supportive of non-motorized transportation. |
| **David Roden, PE (AECOM)**  
Senior Travel Demand Modeler  
Travel Demand Forecasting, Model Development, Scenario-Based Priority Analysis | **David Roden, PE**, will serve as **Senior Travel Demand Modeler** for this project. Mr. Roden manages AECOM’s travel demand forecasting and simulation practice. He has 39 years of experience in travel demand forecasting, traffic simulation, transportation planning, and commercial software development. He developed the activity-based demand and dynamic traffic assignment and simulation software called TRANSIMS and has integrated TRANSIMS regional simulations with activity-based models and VISSIM operational simulations. David led the application of TRANSIMS to quantify the benefits of a regional transportation plan and generated congestion ratings for 64 regionally significant projects. He developed tools to evaluate active transportation and demand management strategies for hurricane evacuations and for non-recurring congestion response; developed software tools to integrate a wide variety of data sources into a composite GIS map that enabled an assessment of the root causes of performance issues on corridors of statewide significance; and developed a Commuter Data Management System to help large employers develop cost-effective strategies that reduce the number of single-occupancy autos arriving at work sites at congested times. |
| **Navid Kalantari, PhD (AECOM)**  
Travel Demand Modeler  
Travel Demand Forecasting, Traffic Simulation | **Navid Kalantari, PhD**, will serve as a **Travel Demand Modeler** for this project. Mr. Kalantari has extensive experience in travel demand forecasting, traffic simulation, and transportation planning. In addition to his experience in developing and applying travel demand forecasting models, Dr. Kalantari served as an adjunct faculty in Iran University of Science and Technology. He has published many research papers on transportation planning, travel demand forecasting, and transportation network analysis. |
| **Kartheek Allam (AECOM)**  
Travel Demand Modeler  
Analysis, Market Research and Analysis | **Kartheek Allam** will serve as a **Travel Demand Modeler** for this project. Mr. Allam specializes is a transportation consultant at AECOM specializing in urban and intercity transportation, with an emphasis on travel demand modeling and market research and analysis. While with AECOM, Mr. Allam has assisted with developing and applying travel demand models for project alternative evaluation. He has extensively worked on Compass Model for RTD, model update includes ModeChoice calibration, Transit assignment recalibration using on-board survey, Highway recalibration and validation and improving the GISDK code for the model. He has extensive experience in conducting statewide urban market analysis studies; survey designing and data collection, conducting data analysis through various statistical and optimization techniques. |
| **Jason Weiss (AECOM)**  
Senior Economic Analyst  
Economic Impacts | **Jason Weiss** will serve as a **Senior Economic Analyst** for this project. Mr. Weiss specializes in applied economic and socioeconomic analysis and has the tools to perform economic studies and apply risk and uncertainty analysis for a wide range of projects. He has performed benefit-cost analysis, economic impact assessment, incremental cost analysis, commodities forecasting, regional input-output modeling, forecasting, recreational assessments, and socioeconomic impact analysis. Mr. Weiss has successfully performed economic analyses and managed a number of large and small projects for federal (including the USACE, FEMA, NRCS, SBA, FAA and NOAA), state, municipal, and private clients. Additionally he sits in our Portland Office and is very familiar with the region and transportation challenges. |
| **Kalawati Gurung, AICP (AECOM)**  
Transportation Planner  
Land Use Planning, Zoning Analysis | **Kalawati Gurung** will serve as a **Transportation Planner** for this project. Ms Gurung is a transportation planner with 15 years experience working on land use and transportation projects examining the land use components of environmental impact reports, environmental assessments, environmental impact statements, interchange justification reports, environmental notification forms, and categorical exclusions. She has worked on the transportation element of several municipal comprehensive plans, transportation impact and access studies, bus rapid transit projects, regional transit planning projects, parking studies, functional design reports, road safety audit reports, and corridor plans. |
Jill Cahoon, GISP
Project Manager

**Education**
MA, Geography, University of Maryland, College Park, MD, 2002
BS, Geography and GIS, University of Maryland, College Park, MD, 2000

**Years of Experience**
With AECOM: 17
With Other Firms: 2

**Registrations**
Geographic Information Systems Professional (GISP)

Jill Cahoon joined the firm in 2002 as a transit planner and GIS specialist, after receiving her master’s degree in geography. Ms. Cahoon operates in a variety of capacities including project manager and senior transit planner with experience in a wide variety of geographies and project types with a particular focus on coordinated transit service, paratransit services, and transit feasibility studies in small urban and rural environments. Ms. Cahoon is also a certified Geographic Information Systems (GIS) Professional with extensive experience with GIS gained through formal education, advancement workshops, project work, and teaching geography and GIS at the university level.

**Focus40 — The 2040 Investment Plan for the MBTA.**
Ms. Cahoon served as GIS Professional/Senior Transit Planner for this study of investment ideas for the future of the transit network in Greater Boston. Ms. Cahoon’s primary responsibilities included mapping rapid transit and commuter rail investment ideas and using the Conveyal tool to model future impacts of the investment ideas for transportation-land use evaluation criteria. Client: MassDOT; 2018

**Southern Maine Intercity Bus Study.**
Ms. Cahoon served as Project Manager for this analysis of regional/intercity bus route options connecting Sanford, Biddeford, and Saco with Portland, Maine. Clients: Southern Maine Planning and Development Commission, York County Community Action and ShuttleBus; 2018

**Northeast Corridor (NEC) Passenger Rail Corridor Investment Plan Tier 1 Environmental Impact Statement.**
Ms. Cahoon served as a GIS Analyst and member of the database management leadership team for this project developing an integrated passenger rail transportation solution for the Northeast United States. Client: US Department of Transportation’s Federal Railroad Administration; 2017

**Western Maine Rural Transit Service Feasibility Study.**
Ms. Cahoon served as Project Manager for a transit service feasibility study to connect rural areas of western Maine to employment and services in regional centers. Client: Western Maine Transportation Services; 2017

**Cabarrus County Long-Range Transportation Master Plan.**
Ms. Cahoon is serving as Operations Task Lead for this long-range transportation plan for Cabarrus County, NC. Cabarrus County is one of the fastest growing counties in America, and the team is working with the fixed route operator (Rider) and the demand response operator (Cabarrus County Transportation Service) to evaluate short, medium, and long-range options for the future. The study also contains a consolidation component, an extensive community outreach component, and seeks to help both agencies to plan/prepare for the future. Client: Rider Transit/ Cabarrus County Transportation Service; 2018

**Metro Microtransit Pilot Project.** Ms. Cahoon is serving as Senior Transit Planner and GIS Professional for this microtransit pilot study in Los Angeles. Primary responsibilities to date have included mapping and summarizing the span/frequency of the myriad existing transit services in the LA metropolitan area as part of an evaluation exercise of potential microtransit zones for the pilot. Client: TransDev, LA Metro; 2018

**Minnesota Department of Transportation (MnDOT) Five-Year Transit System Plans.** Ms. Cahoon is serving as Project Manager for the development of rural transit assessments across the southwest and northeast regions of Minnesota. Work includes evaluation of existing services, community outreach to prioritize needs and plans, and the development of strategies to work towards meeting the legislative mandate of meeting 90% of transit needs in Greater Minnesota by 2025. Client: MnDOT; 2018

**Southwestern Community Services Short Range Transit Operations Plan.** Ms. Cahoon is serving as Project Manager for this evaluation of current transportation services for a new transit service provider. The project will evaluate the existing services and develop improvement strategies in the short- and medium range. Community engagement will focus on economic development, employment, training, and education trip purposes. The Community Transportation Association of America is also involved in the project to assist in the development of a marketing and branding strategy for the service. Client: Upper Valley Lake Sunapee Regional Planning Commission; 2019

**Rhode Island Statewide Coordinated Public Transit-Human Services Transportation Plan.** Ms. Cahoon served as AECOM’s Project Manager for this statewide plan that identified coordination strategies for public transit and human services transportation providers. Client: LSC Transportation Consultants and RIPTA; 2017
Jay Duncan, AICP
Principal-in-Charge

Education
MCP, Environmental Planning and Design, University of Rhode Island, Kingston, 1992
BA, Urban Affairs, University of Rhode Island, Kingston, 1990

Years of Experience
With AECOM: 25
With Other Firms: 2

Registrations
Certified Planner

Mr. Duncan has substantial experience managing large multi-discipline projects for most transportation modes. The majority of his experience is in developing workable, environmentally sensitive and effective transportation solutions in complex and diverse environments. He has been involved with all facets of project development including feasibility studies, master plans, alternatives analysis, environmental analysis, design and construction for transportation services throughout the country. In addition to his project management duties, he manages the Americas Transportation Planning practice, responsible for supporting Planners throughout North America in securing and executing work for our clients and developing emerging technologies and solutions to address the mobility needs of users throughout the country.

Project Experience

Portland Intermodal Center Parking Structure Feasibility Study, MaineDOT, Portland, ME. Project Manager responsible for evaluating the feasibility of constructing a multi-level parking facility at the Portland Intermodal Center to support intercity bus and train operations throughout the Northeast.

RIDOT Commuter Rail Study, Rhode Island Department of Transportation, Providence to Westerly, RI. Project Director responsible for evaluating the options for expanding commuter rail to serve southern Rhode Island.

Rhode Island Freight Rail Improvement Project, Rhode Island Department of Transportation (RIDOT), Quonset Point/Davisville to Central Falls, Rhode Island. Deputy Project Manager and lead for the final environmental impact statement studying the financial and environmental implications of a proposed $250 million rail project designed to provide for vertical and horizontal clearances necessary to support freight rail movements along a 22-mile section of Amtrak’s Northeast Corridor main line in Rhode Island. Responsible for refinement of alternatives, management of technical evaluations and permitting, staff, subconsultants, and document production. Evaluation included identifying potential impacts of modifications to numerous bridge/highway crossings within the project study area. Successfully obtained the record of decision from the Federal Highway Administration and the Federal Railroad Administration.

Maine Department of Transportation, Portland North Alternative Modes Project, Portland, ME. Project Manager responsible for preparing an alternatives analysis, concepts and cost estimates for a number of alternatives designed to improve mobility and relieve congestion in the growth corridors north of Portland, ME. Alternatives considered included commuter rail, commuter bus and intercity rail options, as well as subsets of these. The preferred alternative included a combination of rail and bus services designed to maximize use of existing transportation infrastructure and ridership while reducing capital costs.

The Lowell Plan/National Park Service, Lowell Trolley Project, Lowell, MA. Project Manager for project providing infrastructure improvements to allow for new rail trolley service within the City of Lowell serving the National Park Service Visitor Center and UMass Lowell Campus. Scope included track improvements, platform/station construction and roadway and bridge improvements necessary to implement new service designed to improve mobility throughout the City for residents, students and visitors.

Acadia Gateway Center (AGC), Maine Department of Transportation, Trenton, Maine. Conceptual Planning / Environmental Assessment — Project manager responsible for preparing an alternatives analysis, master plan, conceptual design, business plan, and environmental assessment for this proposed National Park Service visitors center; transit intermodal center; and bus maintenance, fueling, and storage facility associated with Acadia National Park in Bar Harbor, Maine. The project was segmented into four phases and is designed to reduce traffic congestion on Route 3, increase operating efficiencies for the National Park Service and transit provider, and enhance the visitor’s experience to the park. This project was especially challenging given an expedited schedule and need to balance significant environmental site restrictions with project program needs.] Phase 1 (2008–2012) — Project manager responsible for the preliminary engineering, final design and construction phase services (architectural discipline) for the Phase 1 bus maintenance facility and administration building for the AGC project. Phases 2–4 (2012–2013) — Project manager responsible for preliminary engineering, final design and construction phase services (all disciplines) for phases 2, 3 and 4 (conceptual only) of the AGC project.

Affiliations
American Planning Association
American Public Transportation Association
Transportation Research Board (TRB) Associate

Registrations
Certified Planner

With Other Firms: 2

Years of Experience
With AECOM: 25

Affiliations
Massachusetts Association of Regional Transit Authorities (MARTA) — MARTA Board Member
Maine Better Transportation Association
Carmine Trotta has more than 35 years of experience in planning transportation projects, administering transportation programs, and preparing and processing all levels of federal and state environmental documentation, for all modes of transportation. He joined AECOM in 2010 as part of the Transportation Planning team.

Prior to joining AECOM, Mr. Trotta was employed by the Connecticut Department of Transportation (CT DOT) (1977–2009) where he participated in all aspects of transportation planning. He retired from the State of Connecticut in June 2009 as a Transportation Assistant Planning Director of Intermodal Planning.

He has been project manager and has provided administrative oversight for a number of complex planning initiatives for highway, rail, airport, waterborne, bus and non-motorized transportation. His experience includes addressing needs and deficiencies, alternatives development and analysis, federal and state regulatory compliance and documentation, project concept definition and developing implementation strategies. Emphasis has been on multimodal transportation initiatives. Mr. Trotta has had extensive experience in coordinating with the general public, community organizations, and government agencies in determining transportation needs, policies, and programs. Mr. Trotta has prepared and has been involved in conducting a variety of public outreach plans.

**Project Experience**

**Program Administrator, CT DOT, Connecticut Statewide Park-and-Ride Program (1998–2010).** Provided administrative oversight for the planning, management and operation of over 120 Park-and-Ride facilities. Program responsibilities included determining facility locations and conceptual configurations, coordination with property owners and municipalities, responding to day-to-day inquiries, maintaining and updating a program website, maintaining and applying databases regarding usage and facility needs, preparing future needs analysis, coordinating with transit service connections, preparing public information brochures and developing implementation plans for new or relocated facilities.

**Program Administrator, CT DOT, Connecticut Statewide Bicycle and Pedestrian Program (1998–2009).** Provided administrative oversight of the implementation of Connecticut’s statewide bicycle and pedestrian plan and related website. Guided the preparation of the plan and bicycle map update (2008–2010). This program required coordination with stakeholders, other state and federal agencies, regional planning organizations, other offices within CTDOT and the general public.

**Project Administrator, CT DOT, Danbury Branch Electrification Feasibility Study — Phase I Alternatives Development (completed 2006).** Danbury Branch Electrification Feasibility Study — Phase II Environmental Impact Statement/Environmental Assessment (Anticipated 2015). Provided administrative oversight regarding the feasibility and alternatives analysis for electrification of the South Norwalk-Danbury-New Milford rail corridor (Phase I). This study includes evaluation of the feasibility and affect of electrification on service schedules and ridership, track modifications and additions and extension of existing service from Danbury to New Milford in coordination with freight movement along the corridor. The evaluation addresses passenger station, parking and pedestrian access needs, as well as the potential for Transit Oriented Development. This initiative has substantial public involvement activities with federal, state and local government, as well as community / transportation action groups and the general public. Mr. Trotta also provides quality assurance review and support in the preparation of the Environmental Assessment. A project website (www.danburybranchstudy.com) was created to inform the public.

**Project Support, AECOM, Danbury Branch Implementation Strategy (2017).** Assisted in the development and preparation of the Danbury Branch rail passenger service proposed improvements implementation strategy.

**Project Administrator, CT DOT, Waterbury/New Canaan Branch Lines Needs Assessment — Phase I (2010).** Provided initial administrative oversight regarding the needs of the Stamford-New Canaan and Bridgeport-Waterbury rail corridors. This planning study addressed existing and future corridor needs, including passenger stations, parking and pedestrian access, alternatives analysis and development of a financially viable implementation plan for each corridor.

**Project Support, AECOM, CT Statewide Road Safety Audits (2014–2018).** Assisted in the preparation of various Road Safety Audits at selected roadway corridor locations statewide.

**Project Administrator, CT DOT, Connecticut State Rail System report (2008).** Provided administrative oversight and directed the collection and documentation of Connecticut’s existing passenger and freight rail infrastructure and services.
Kelly Stoll  
Civic Engagement

**Education**  
BS, Journalism and Public Relations, West Virginia University, 1994

**Years of Experience**  
With AECOM: 12  
With Other Firms: 14

**Associations**  
Public Relations Society of America (PRSA)

Ms. Stoll is an innovative communications professional with a proven record of success in strategic planning, facilitation, and marketing roles. She possesses nearly 25 years of experience in many facets of the communications field including community involvement, public relations, marketing, media relations, special events planning, and multiple-project coordination.

U.S. Army Corps of Engineers, New England District, Major Rehabilitation Evaluation (MRE) Study, Task Manager, 2018–present. Ms. Stoll is leading with the public outreach task for a multiyear study of the Bourne and Sagamore Highway Bridges, which span the Cape Cod Canal and play a critical role in local transportation and the economy. Ms. Stoll led the team which developed an engagement plan for the Study, as well as the public meetings which will be held during the process. To date, AECOM developed fact sheets, posters, a PowerPoint presentation and a website for the effort. As the study moves forward, our team will work with the client to develop additional materials and ensure the website is kept up-to-date.

National Park Service, Arlington Memorial Bridge Project, Public Outreach Advisor, 2018–Present. Ms. Stoll provides support for strategy and outreach materials surrounding the rehabilitation of the Arlington Memorial Bridge, an important symbol of the nation’s infrastructure.

U.S. Army Corps of Engineers, Savannah District, Fort Benning Heavy Off-Road Mounted Maneuver Training Area Environmental Impact Study, Task Manager, 2018–present. Ms. Stoll leads the public outreach and public involvement efforts for the Army’s Environmental Impact Statement. Working with the project team, Ms. Stoll plans and facilitates public and stakeholders meetings, as well as develops fact sheets, posters and presentations.

Bureau of Ocean Energy Management, New York Bight Call Area Public Meetings, Project Manager/Facilitator, 2018. Ms. Stoll delivered support for public meetings in New York, New Jersey and Massachusetts in September 2018. In addition to facilitating all meetings, she assisted in developing the meeting displays and handouts; identified and reserved venues and vendors; and coordinated logistics.

The Center for Disease Control, NIOSH Consolidated Research Facilities Project, Outreach Task Manager, 2017–2018. Ms. Stoll worked with members of the AECOM and CDC teams to gather scoping comments as the CDC looks to consolidate three of its facilities in the Cincinnati area into one state-of-the-art campus. She has developed fact sheets, posters and other materials, as well as planned a public scoping meeting, to solicit early comments regarding the proposed consolidation.

Naval Facilities Engineering Command Southeast, CLEAN — Laurel Bay Military Housing Groundwater Investigation, Outreach Lead, 2016–present. Lead the outreach effort to educate residents of the Laurel Bay Military Housing area with regard to the Navy & Marine Corps Public Health Center’s study investigating pediatric cancer in former residents. Worked with leadership at the NMCPHC, Marine Corps Air Station Beaufort and Parris Island to develop displays and posters for a series of public meetings.

Federal Emergency Management Agency, Program Coordination & Planning, Facilitator, 2017–2018. Ms. Stoll provides facilitation services for FEMA’s West Virginia Recovery Office. She works with technical staff gain understanding of the projects, provides risk communications training and facilitates controversial public meetings.

Bureau of Ocean Energy Management, New York Environmental Assessment for Commercial Wind Lease Issuance and Site Assessment Activities, Senior Facilitator, 2016. Ms. Stoll provided support for public meetings Narragansett, Rhode Island and New Bedford, Massachusetts in June 2016. She assisted in developing the meeting displays and handouts; identified venues and vendors; and coordinated logistics.

U.S. Air Force, Presidential Aircraft Recapitalization Environmental Impact Statement (EIS), Outreach Task Manager, 2015–2019. Ms. Stoll provided planning, facilitation and publication support for the Air Force’s Presidential Aircraft Recapitalization EIS. Throughout the EIS process, she supported the Air Force during its public meetings. For these meetings, she worked with the Air Force and technical personnel to write and design presentations, fact sheets and posters explaining the NEPA process, the alternatives to building the new Presidential aircraft hangar at Joint Base Andrews and the process by which the Air Force will chose an alternative.

Bureau of Ocean Energy Management, International Planning Forum, Senior Facilitator, 2017. Ms. Stoll provided facilitation support for a listening session BOEM hosted to gather information from stakeholders to help determine where future renewable energy leasing areas may be considered on the Atlantic Outer Continental Shelf.
Stephen Gazillo, AICP  
Transportation Planning Lead

**Education**
- MBA, University of Massachusetts, Honors, 2004
- MA, Geography and Planning, Laval University; Quebec, Canada, 1979
- BA, Geography, Clark University, 1976

**Years of Experience**
- With AECOM: 30
- With Other Firms: 7

**Registrations**
- American Institute of Certified Planners (AICP) #018439

**Affiliations**
- Member, Public Involvement

Stephen Gazillo has more than 33 years of experience in multimodal, public transportation and rail system planning and implementation. Most recently, he has been project manager for the Naugatuck Valley Council of Governments (NVCOG) Route 8 Corridor Study, developing alignments and conceptual plan for a new Bus Rapid Transit (BRT) service running between Bridgeport and Derby, CT. Prior to this, Mr. Gazillo was project manager for the Pioneer Valley Transit Authority’s BRT Alternatives Analysis for a new BRT service between downtown Springfield and its outlying neighborhoods along State Street. He also recently served as project manager for the Mountain Line Transit Authority (MLTA) Route Efficiency and Vehicle Maximization study, which included a transit asset management and assessment for all of MLTA’s bus equipment.

Prior to joining AECOM, Mr. Gazillo was an operations manager for New Jersey Transit, where his responsibilities included managing property leasing at Hoboken Terminal, one of the largest rail stations in the NJ Transit system. Prior to joining New Jersey Transit, Mr. Gazillo worked as assistant to the administrator and marketing director for the Pioneer Valley Transit Authority, a 200-bus transit system serving 24 cities and towns in western Massachusetts, including the innovative University of Massachusetts Transit service. He assisted with bus transit planning and was responsible for marketing PVTA bus service.

**Project Experience**

**Capitol Region Council of Governments (CRCOG) — Long Range Transportation Plan — Connect 2045; Project Manager; CRCOG, Hartford, CT; 4/2018–4/2019.**

Mr. Gazillo is project manager for the Metro-Hartford region’s long range transportation plan for its 38-member communities in the largest planning region in Connecticut. The plan includes branding of the project and plan; performance measures and goal setting; stakeholder and focus groups along with public meetings for input; detailed plan development across all modes, including transit and commuter rail, bicycle and pedestrian, highway, freight, airport access and emerging technologies and showing how interconnectivity of all modes with land use and economic development.

Mr. Gazillo is project manager for this project involving preparation of Regional Transit Plans for ten individual Regional Transit Authorities in the state of Massachusetts. The plans will provide a comprehensive assessment of transit services through examining ridership trends, analyzing existing services, better aligning bus services with regional employment needs, evaluating environmental and fare policies, researching national best practices and developing alternative scenarios in order to recommended service improvements. Mr. Gazillo’s responsibilities include overall project management, development of goals and objectives developing and evaluating alternatives and recommending service improvements.
Ms. Leven is a consulting manager with experience in travel demand forecasting, transportation planning, transportation analysis, and transit planning. In addition, she has international expertise in the field of planning for autonomous vehicles and other emerging mobility solutions, with an emphasis on their impacts on travel behavior and the built environment. Ms. Leven has worked extensively in the Washington metropolitan region on a number of regional and corridor-level transportation studies. She has used a range of forecasting models to develop tools and measures to analyze multi-modal travel impacts of future development and transportation network improvements, including new mobility options. Ms. Leven uses her unique expertise to combine the technical areas of modeling, planning, and engineering and to distill highly detailed technical analysis to decision-makers and the public in a way that is understandable and useful.

Project Experience

DC Automated Vehicle Study, DC Sustainable Transportation (DCST), Washington, DC. Project manager and technical lead for this project designed to understand the potential impacts of automated vehicles in the District. This study is using AECOM’s Mobilitics® modeling platform to analyze four potential future regional AV implementation scenarios and their impacts across the District. The results will provide future estimates across a number of categories including economic impacts, fiscal impacts and revenue changes, infrastructure impacts, environmental and public health impacts, safety, data needs, and impacts to public transit. Equity, including impacts to the disabled, economically disadvantaged, and minority communities will also be examined. Key transportation performance metrics will include transit ridership, vehicle occupancy, and congestion. The project will also develop recommendations for DC on how to best plan for and adapt to the introduction of AVs.

Metrobus Strategy and Roadmap, Washington Metropolitan Area Transit Authority (WMATA), Washington, DC. Deputy Project Manager for this study looking to develop the long-term strategy for Metrobus within the larger regional mobility context. This project covers all areas of Metrobus operations including service provision, staffing, inter-jurisdictional coordination, governance, funding structures and allocations, and technology. Major tasks include a review of the current state of the system, development of goals and objectives, a peer agency review, development of a detailed strategy for the agency, and a Roadmap at 1, 3, 5, and 10-year time horizons. Leading the efforts to consider and quantify how emerging technologies, user preferences, and business models will affect bus service, ridership, and the overall provision of mobility in the region.

Route 7 Bus Rapid Transit Tysons Study, Fairfax County Department of Transportation, Fairfax, VA. Project Manager for this study looking to identify, analyze the performance of and make recommendations for the portion of the Route 7 BRT west of I-66. Tasks include defining goals, objectives and performance metrics to address multimodal needs in the study area. Modeling tools include traffic simulation in Synchro and VISSIM, ridership forecasting using the MWCOG/TPB v2.3 travel demand model, and traffic forecasting using the Fairfax County travel demand model. Alternative cross sections for Route 7 and alternative alignments for the BRT will be developed, assessed and analyzed in detail to help the County identify the preferred alternative.

Connected and Autonomous Vehicles Vision Plan, Miami-Dade County, Miami, FL. Leading the development of alternative future scenarios as part of this long-term visioning study. Using AECOM’s Mobilitics scenario modeling tool to develop alternative visions of how different implementations of connected and automated vehicles will impact the County’s transportation system. The analysis will compare two alternative future scenarios quantitatively across a number of key metrics, including travel times, traffic congestion, and transit ridership.
Mr. Calves is a Senior Transit Planner and Project Manager with more than 24 years’ experience performing transit planning studies for public transportation agencies. He brings to the team a background in urban geography and planning with a specialization in urban transportation systems. As a Project Manager, he has been responsible for the conduct of all aspects of transit planning studies, from public outreach to service planning to service implementation. He has been responsible for compiling and analyzing data regarding public transportation agencies around the nation, and for the preparation of system route, operations and marketing plans utilizing the data results.

Mr. Calves has participated in the development of public transportation improvement programs throughout the nation in various types of metropolitan areas and transit service environments. As part of these studies, he has conducted public participation programs which involve various customer survey efforts, ridership counts and interviews with both local community leaders as well as people who are not regular users of the public transportation system. Mr. Calves has also assembled peer groups for numerous public transportation agencies and conducted research to obtain data from peer systems in order to analyze transit operations. Mr. Calves also has extensive experience in the development and compilation of data and its use in the development of new and refined transit service plans. As part of these efforts, Mr. Calves is able to synthesize all of these various inputs into implementable, cohesive and comprehensive transit system operating plans.

Transit System Performance Analysis, System Redesign, Market Study and Long-Range Plan Update, St. Cloud, MN. As Project Manager, Mr. Calves participated and managed several aspects of this study in 2009, as well as its recent update, completed in 2016. This included the preparation of recommended service and financial plans for Metro Bus that positioned the system for growth over the next two decades, particularly in terms of the integration of the “Campus Clipper” bus routes serving St. Cloud State University (SCSU). He was also involved in the analysis of the existing downtown transfer center and the need for its future expansion. At the outset of the study, Mr. Calves participated in the conduct of the community participation program, which included gathering input from members of the public as well as from community stakeholders. Finally, Mr. Calves was instrumental in the development of the plan to allow Metro Bus service to connect with the Northstar Link bus and rail services to and from Minneapolis. Clients: St. Cloud Metro Bus (2009) and Area Planning Organization (2016); 2009 and 2016

Imperial County Short Range Transportation Plans, El Centro, CA. Mr. Calves was also the Project Manager for these engagements, and has participated and managed every aspect of the development of these Short Range Transit Plans, including data collection, public outreach, and the preparation and development of various possible service alternatives. Of particular note is the public outreach process, which is conducted in both English and Spanish, thus affording most users of Imperial Valley Transit the opportunity for more meaningful input into the planning process. Client: Imperial County Transportation Commission (ICTC): 2011 and 2017 to present

Fargo-Moorhead Metropolitan Area 2016-2020 Transit Development Plan, Fargo, ND and Moorhead, MN. Mr. Calves was the Task Leader for the Alternatives Development Analysis for this TDP. The study was particularly concerned with the growth of the Fargo metropolitan area — particularly in the western portion of the area in North Dakota — and with the provision of new services to those areas. Another area of concern was connecting North Dakota State University (NDSU) and downtown Fargo, where satellite campus facilities were located. The development of alternatives was an especially iterative and intensive process, with several working meetings being held with the study's technical advisory committee. The TDP developed and proposed a phased series of bus route modifications and service expansions that address growth in the area over the next decade, with differing route/service options depending on the anticipated level of subsidy. Client: Fargo-Moorhead Metropolitan Council of Governments; 2015-2016

Southern New Jersey/State Routes 42/55 Bus Rapid Transit Study, NJ. Mr. Calves, as a Senior Transit Planner, was responsible for analyzing the existing transit network and proposing both modifications to the NJ Transit route network in southern New Jersey and BRT service recommendations that may utilize the proposed BRT facilities along State Routes 55 and 42 via central Camden and into Center City Philadelphia. In this capacity, he analyzed ridership patterns and the route alignments and service frequencies that will define a new BRT network. Client: NJ Transit: 2010-2011
## 5. Project Schedule

<table>
<thead>
<tr>
<th>Task</th>
<th>Months from Notice to Proceed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Month 1</td>
</tr>
<tr>
<td>Task 1: Existing Conditions</td>
<td></td>
</tr>
<tr>
<td>Task 2: Vision and Goals</td>
<td></td>
</tr>
<tr>
<td>Task 3: Scenario Planning</td>
<td></td>
</tr>
<tr>
<td>Task 4: Recommendations &amp; Strategies</td>
<td></td>
</tr>
<tr>
<td>Task 5: Draft and Final Plans</td>
<td></td>
</tr>
<tr>
<td>Task 6: Project Advisory Committee</td>
<td></td>
</tr>
<tr>
<td>Task 7: Civic Engagement Strategy</td>
<td>A</td>
</tr>
<tr>
<td>Task 8: Project Management</td>
<td></td>
</tr>
</tbody>
</table>

### Deliverables
- PMP - Project Management Plan
- EX - Existing Conditions Summary Memo & Materials
- VGM - Vision and Goals Memo & Material/Digital Content
- SPR - Scenario Planning Report & Digital Content
- REC - Recommendations and Strategies Report
- CES - Civic Engagement Strategy
- CET - Civic Engagement Toolkit & Digital Material
- DFR - Draft Final Plan and Digital Material
- FR - Final Document

### PAC/GPCOG Meetings Overview
1. Kick-off meeting
2. Present Existing Conditions Summary to PAC
3. Workshop with PAC on vision and goals
4. Present vision and goals to PAC and meet to discuss potential scenarios
5. Scenario Planning Presentation to PAC
6. PAC Recommendation Workshop
7. Presentation of Recommendations to PAC
8. Presentation of draft results to PAC

### Stakeholder Meetings Overview
- A. Stakeholder interviews
- B. Priority survey
- C. Stakeholder scenario education meetings
6. Hours by Task

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Jill Cahoon, GISP</td>
<td>12</td>
<td>12</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>150</td>
</tr>
<tr>
<td>Jay Duncan, AICP</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Carmine Trotta</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>Task Leader</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will Calves</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>50</td>
<td>24</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>86</td>
</tr>
<tr>
<td>Kelly Stoll</td>
<td>0</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>4</td>
<td>54</td>
<td>0</td>
<td>88</td>
</tr>
<tr>
<td>Stephen Gazillo, AICP</td>
<td>4</td>
<td>24</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>8</td>
<td>40</td>
</tr>
<tr>
<td>Dalia Leven, AICP</td>
<td>0</td>
<td>0</td>
<td>28</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>Outreach Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chris Orr, PMP</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>8</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>Thomas Redstone</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
<td>0</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Stephanie Martin</td>
<td>0</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Graphic Design</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stacy Zung</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>20</td>
<td>0</td>
<td>20</td>
<td>0</td>
<td>80</td>
</tr>
<tr>
<td>Engineer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chris Chaffee, PE, PTOE</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>Parker Sorenson</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>68</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>88</td>
</tr>
<tr>
<td>Senior Planner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jason Weiss</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>Michael Ahillen, AICP</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>70</td>
<td>12</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>106</td>
</tr>
<tr>
<td>Chris Henry, AICP</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>28</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>Planner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Krystal Oldread</td>
<td>32</td>
<td>4</td>
<td>0</td>
<td>34</td>
<td>24</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>94</td>
</tr>
<tr>
<td>Kevin Tedesco</td>
<td>32</td>
<td>4</td>
<td>0</td>
<td>34</td>
<td>24</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>94</td>
</tr>
<tr>
<td>Kalawati Gurung, AICP</td>
<td>28</td>
<td>4</td>
<td>20</td>
<td>28</td>
<td>24</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>104</td>
</tr>
<tr>
<td>Modelers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Roden, PE</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Navid Kalantari, PhD</td>
<td>0</td>
<td>0</td>
<td>84</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>84</td>
</tr>
<tr>
<td>Kartheek Allam</td>
<td>0</td>
<td>0</td>
<td>204</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>204</td>
</tr>
<tr>
<td>GIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eric Smith</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>40</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>56</td>
</tr>
<tr>
<td>TOTAL</td>
<td>180</td>
<td>102</td>
<td>408</td>
<td>390</td>
<td>174</td>
<td>58</td>
<td>236</td>
<td>56</td>
<td>1604</td>
</tr>
</tbody>
</table>
SCHEDULE A:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
OTHER INELIGIBILITY, AND INVOLUNTARY EXCLUSION (PROPOSER)

By submitting this Proposal and affixing a signature below, the Proposer certifies that neither Proposer nor its principals or subcontractors:

1. is presently debarred, suspended, proposed for debarment, declared ineligible, or involuntarily participation in this transaction by any Federal department or agency;

2. has within a three-year period preceding this Proposal been convicted of or had a civil judgment rendered against it 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 or embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

3. is presently indicted 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;

4. has within a three-year period preceding this Proposal had one or more public transactions (federal, state or local) terminated for cause or default.

The Proposer agrees to comply with the requirements of 2 CFR Part 180, Subpart C, as adopted and supplemented by U.S. DOT regulations, 2 CFR Part 1200, while this solicitation is pending and throughout the period of any Contract that may arise from this RFP. The Proposer further agrees that it and its affected subcontractors will provide immediate written notice to Greater Portland Council of Governments (“GPCOG”) if at any time the Proposer learns that a subcontractor’s certification was erroneous when submitted or has become erroneous because of changed circumstances.

By submitting this Proposal and affixing a signature below, the Proposal certifies that the above statement is a material representation of fact upon which reliance is placed by GPCOG. If it is later determined that the Proposal knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, GPCOG may terminate this transaction for cause of default.

If the Proposal is unable to certify to any of the statements in this certification, the Proposal shall attach an explanation to this certification and indicate that it has done so by placing an “X” in the following space: ___. (In the explanation, certify to those statements that can be certified to, and explain those that cannot.)

The Proposer 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. §§ 3801-3812 are applicable thereto.

______________________________
Signature of Authorized Official

James G. Duncan, AICP, Senior Vice President

February 15, 2019
Date

Printed Name and Title of Authorized Official

AECOM Technical Services, Inc.

Proposer/Company Name
SCHEDULE B:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
OTHER INELIGIBILITY, AND INVOLUNTARY EXCLUSION (SUBCONTRACTOR)

The prospective lower-tier participant (Subcontractor) certifies, by submission of this certification, that neither it nor its “principals,” as defined at 49 CFR § 29.105(p), is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

If the Subcontractor is unable to certify to the statement above, it shall attach an explanation, and indicate that it has done so by placing an “X” in the following space: ________.

The Subcontractor 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. §§ 3801-3812 are applicable thereto.

_Signature of Authorized Official__

Carla D. Tillery, Director of Operations
Printed Name and Title of Authorized Official

Fitzgerald & Halliday, Inc.
Subcontractor/Company Name

2/13/19
Date
About AECOM
AECOM is built to deliver a better world. We design, build, finance and operate critical infrastructure assets for governments, businesses and organizations. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 firm, AECOM had revenue of approximately $20.2 billion during fiscal year 2018. See how we deliver what others can only imagine at aecom.com and @AECOM.