Georgia Department of Transportation (GDOT)

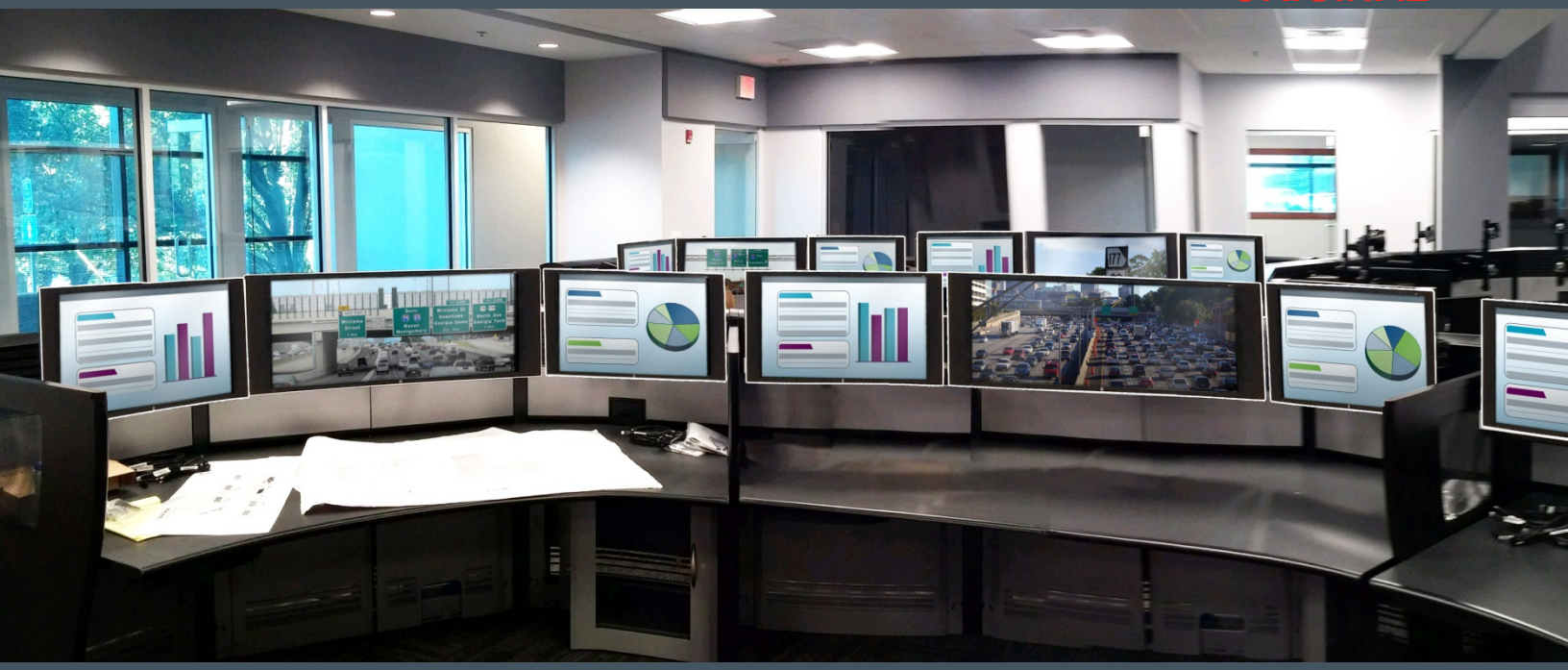
Intelligent Transportation Systems (ITS) Operations and Support Services, Statewide

Phase I – Statement of Qualifications

Solicitation No.: RFQ 484-120315

December 3, 2015

ORIGINAL



Submitted to:
Georgia Department of Transportation (GDOT)
Attention: Karen Mims
Transportation Services Procurement
One Georgia Center, 19th Floor
600 West Peachtree Street, NW
Atlanta, Georgia 30308

Submitted by:
Serco Inc.
1818 Library Street
Suite 1000
Reston, VA 20190

www.serco-na.com

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COVER PAGE

LTR15-0344

December 03, 2015

Georgia Department of Transportation (GDOT)
Attention: Karen Mims
Transportation Services Procurement
One Georgia Center, 19th Floor
600 West Peachtree Street, NW
Atlanta, Georgia 30308

Subject:	STATEMENT OF QUALIFICATIONS
Reference:	RFQ-484-120315
Project Number(s):	N/A
PI Number(s):	N/A
Country(ies):	Statewide
Description:	Intelligent Transportation Systems (ITS) Operations and Support Services, Statewide

Dear Ms. Mims:

Serco Inc. (Serco) recognizes that in a time when Departments of Transportation are measured as much by their ability to operate roadways as to build them, GDOT is on the leading edge with its Traffic Management Center (TMC) operations. As evidenced by our work in metropolitan Atlanta, Serco has demonstrated that we understand GDOT's overall statewide goals. You can be assured of our team's ability to consistently meet your vision and improve performance using our exclusive, evolutionary Serco Intelligent Management and Monitoring System (IMMS).

To deliver GDOT's program, we have assembled an exclusive team—the Serco Team—to work in partnership with you. The Serco Team has full-spectrum capability, competencies, experience, and resources to perform the work as requested in the Request for Qualifications. Each team member has offices in the State that are operational today. Each team member brings innovative solutions relating to cost and better situational awareness, while fostering economic growth within the community.

If you have questions, please don't hesitate to contact me at 703-939-6671 or via email at David.Cornell@serco-na.com, or Thomas Sorel at 651-470-0690 or via email at Thomas.Sorel@serco-na.com. We look forward to continuing to work with you to sustain a partnership that delivers stable, efficient, well-managed, and comprehensive ITS Support Services.

Sincerely,

David Cornell

Manager, Contracts

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A. Administrative Requirements

1 Basic Company Information

Company Information			
a) Company name:	Serco Inc.		
b) Company Headquarter Address:	1818 Library Street, Suite 1000, Reston, VA 20190		
c) Contact Information:	David Cornell, Contracts Manager 1818 Library Street, Suite 1000, Reston, VA 20190 703-939-6671 david.cornell@serco-na.com		
d) Company website:	www.serco-na.com		
e) Georgia Addresses:	400 Technology Court SE, Unit D, Smyrna, GA 30082		
f) Staff:	**Office in Georgia**	**Position**	**# of Staff**
	Fort Benning	RAS/OEB Military Research Analyst I	3
	Fort Benning	WHINSEC Curriculum Integrator	1
	Fort Benning	Programmer II	2
	Fort Benning	Software Engineer II	1
	Fort Benning	Training and Doctrine Dev II	1
	Fort Benning	WHINSEC Education Specialist	1
	Fort Benning	Technical Instructor	2
	Fort Benning	CPOF Educational Technologist - Analyst	1
	Fort Benning	RAS/OEB Military Analyst II Team Lead	1
	Fort Benning	RAS/OEB Military Analyst II JCIDS Lead	1
	Fort Benning	Database Administrator I	1
	Fort Benning	WHINSEC Curriculum Administrator -Lead	1
	ARCCA	Credentialing Specialist	10
	ARCCA	QA Specialist III	1
	ARCCA	Sr Credentialing Specialist	8
	ARCCA	Credentialing Specialist - PT	1
	ACAP Fort Stewart	ACAP Counselor I	15
	ACAP Fort Benning	ACAP Counselor I	9
	ACAP Fort Gordon	ACAP Counselor I	5
	Hunter AAF ACAP Center	ACAP Counselor I	3
	Georgia-Remote Office	ACAP Counselor I	1
	ACAP Fort Stewart	ACAP Financial Planning Counselor	1
	ACAP Fort Benning	ACAP Financial Planning Counselor	1
	ACAP Fort Gordon	ACAP Financial Planning Counselor	1
	Hunter AAF ACAP Center	ACAP Financial Planning Counselor	1
	Georgia-Remote Office	ACAP Financial Planning Counselor	1
	ACAP Fort Stewart	ACAP Installation Liaison Analyst	1
	ACAP Fort Benning	ACAP Installation Liaison Analyst	1
	ACAP Fort Benning	ACAP Site Supervisor I	1
	ACAP Fort Gordon	ACAP Site Supervisor I	1
	ACAP Fort Stewart	ACAP Site Supervisor II	1
	ACAP Fort Stewart	Secretary I	4
	ACAP Fort Benning	Secretary I	2
	ACAP Fort Gordon	Secretary I	1
	ITS Maintenance Project Office	Project Mgr Transportation Ctr	1
	ITS Maintenance Project Office	Test Engineer III	1
	ITS Maintenance Project Office	Test Engineer II	1
	ITS Maintenance Project Office	Manager IT Network Operations	1
	ITS Maintenance Project Office	Analyst III	1
	ITS Maintenance Project Office	Warehouse Foreman	1
	ITS Maintenance Project Office	Financial Analyst III	1
	CAC-Navy-PSD Kings Bay	Personnel Employment Asst I	3
	CAC-Navy-PSD Kings Bay	Personnel Employment Asst II	1
	USMCRP Marietta GA	Clinical Counselor II	4
	Warner Robins AFB	Registered Nurse II Specialist	1
	Fort Gordon, GA	Programmer IV	1
	MCOE	LPR Program Manager	2
	Georgia-Remote Office	Child Youth Services Spec	1
	Georgia-Remote Office	Instructional Designer II	1
	Total Staff		107
g) Ownership:	Certification on next page		

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30/11 '88 15:38 ☎ 0932 783898 SERCO LIMITED

-2394-194-2167

FILED

JUL 7 1988

JANE BURGIO
Secretary of State

CERTIFICATE OF INCORPORATION

OF

SERCO INC.

THE UNDERSIGNED, being of the age eighteen years or over, for the purpose of forming a corporation pursuant to the New Jersey Business Corporation Act, does hereby certify as follows:

FIRST: The name of the corporation is: SERCO INC.

SECOND: The purpose for which the corporation is formed is: to engage in any activity within the lawful business purposes for which corporations may be organized under the New Jersey Business Corporation Act.

THIRD: The aggregate number of shares which the corporation shall have authority to issue is Two Thousand Five Hundred (2,500) shares of common stock, all of one class, having a par value of one cent ($.01) each.

FOURTH: The address of the corporation's initial registered office is 28 West State Street, Trenton, New Jersey 08608, and the name of the corporation's initial registered agent at such address is The Corporation Trust Company.

FIFTH: The number of directors constituting the initial board of directors shall be one, and the name and address of such director is as follows: Allan D. Goodridge, 330 Madison Avenue, New York, New York 10017.

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30/11 '88 15:38 ☎ 0932 788898 Serco Limited

2394-194-2167

SIXTH: to the fullest extent permitted by New Jersey law, as now in effect and as amended from time to time, a director of the corporation shall not be personally liable for monetary damages for any action taken or any failure to take any action.

SEVENTH: The name and address of the incorporator is as follows:

Name	Address
Allan D. Goodridge	330 Madison Avenue New York, New York 10017

In Witness Whereof, I, the incorporator of the above named corporation, have hereunto signed this Certificate of Incorporation on the 6th day of July, 1988.

Allan D. Goodridge
Incorporator

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30/11 '88 15:37 ☎ 0932 785698

I, The Secretary of State of the State of New Jersey, DO HEREBY CERTIFY that the foregoing is a true copy of CERTIFICATE OF Incorporation and the endorsements thereon, as the same is taken from and compared with the original filed in my office on the 7th day of July, A.D. 1988 and now remaining on file and of record therein.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal at Trenton, this 7th day of July, A.D. 1988

SECRETARY OF STATE

Jane Burgio

C T CORPORATION SYSTEM

28 W. STATE STREET
TRENTON, N. J. 08608

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2 CERTIFICATION FORM (EXHIBIT II)

RFQ-484-120315, ITS Operatons and Support Services, Statewide

EXHIBIT II
CERTIFICATION FORM

I, David Cornell, being duly sworn, state that I am Manager, Contracts (title) of Serco Inc. (firm) and hereby duly certify that I have read and understand the information presented in the attached proposal and any enclosure and exhibits thereto.

Initial each box below indicating certification. The person initialing must be the same person who signs the Certification Form. (If unable to initial any box for any reason, place an "X" in the applicable box and attach a statement explaining the non-certification. The Department will review and make a determination as to whether or not the firm shall be considered further or disqualified).

- [N] I further certify that to the best of my knowledge the information given in response to the Request for Qualifications is full, complete and truthful.
- [N] I further certify that the submitting firm and any principal employee of the submitting firm has not, in the immediately preceding five (5) years, been convicted of any crime of moral turpitude or any felony offense, nor has had their professional license suspended, revoked or been subjected to disciplinary proceedings, nor is any team members/principals currently under indictment for any reason related to actions on public infrastructure projects.
- [N] I further certify that I understand that Firms included on the current Federal list of firms suspended or debarred are not eligible for selection and that the submitting firm has not, in the immediately preceding five (5) years, been suspended or debarred from contracting with any federal, state or local government agency, and further, that the submitting firm is not now under consideration for suspension or debarment from any such agency.
- [X] I further certify that the submitting firm has not in the immediately preceding five (5) years been defaulted in any federal, state or local government agency contract and further, that the submitting firm is not now under any notice of intent to default on any such contract, nor has been removed from a contract or failed to complete a contract as assigned due to cause or default.
- [N] I further certify that the firm or any affiliate(s) has not been involved in any arbitration, litigation, mediation, dispute review board or other dispute resolution proceeding with a client, business partner, or government agency in the last five years involving an amount in excess of $500,000 related to performance on public infrastructure projects.
- [N] I further certify that there are not any pending regulatory inquiries that could impact our ability to provide services if we are the selected consultant.
- [N] I further certify that there are no possible conflicts of interest created by our consideration in the selection process or by our involvement in the project.
- [N] I further certify that the submitting firm's annual average revenue for the past five (5) years is sufficient to allow the services to be delivered effectively by our firm and that there are no trends in the revenue which may be concerning other than normal market fluctuations.
- [N] I further certify that in regards to Audit and Accounting System Requirements, that the submitting firm:

  I. Has an accounting system in place to meet requirements of 48 CFR Part 31 and, in the case of non-profit organizations, OMB Circular A-122.
  II. Has submitted its yearly Certified Public Accountant overhead audit if it currently has an aggregate contract amount exceeding $250,000.
  III. Has no significant outstanding deficient audit findings from previous contracts with GDOT that have not been resolved.
  IV. Is responsible for being reasonably assured that all sub-consultant(s) presented as a part of the proposed team are similarly in compliance with the above requirements.

I acknowledge, agree and authorize, and certify that the proposer acknowledges, agrees and authorizes, that GDOT may, by means that either deems appropriate, determine the accuracy and truth of the information provided by the proposer and that the GDOT may contact any individual or entity named in the Statement of Qualifications for the purpose of verifying the information supplied therein.

I acknowledge and agree that all of the information contained in the Statement of Qualifications is submitted for the express purpose of inducing the GDOT to award a contract.

A material false statement or omission made in conjunction with this proposal is sufficient cause for suspension or debarment from further contracts, or denial or rescission of any contract entered into based upon this proposal thereby precluding the firm from doing business with, or performing work for, the State of Georgia. In addition, such false statement or omission may subject the person and entity making the proposal to criminal prosecution under the laws of the State of Georgia of the United States, including but not limited to O.C.G.A. §16-10-20, 18 U.S.C. §§1001 or 1341.

Sworn and subscribed before me
This 3rd day of Dec., 2015.

Carla J. Abbud
NOTARY PUBLIC

My Commission Expires: 1-31-2019

David Cornell
Signature

Carla J. Abbud
Commonwealth of Virginia
Notary Public
Commission No. 4085451
My Commission Expires 1/31/2019

NOTARY SEAL

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EXHIBIT II - STATEMENT EXPLAINING THE NON-CERTIFICATION

As of the signature date on this Certification, Serco Inc. and the Virginia Department of Transportation are in termination negotiations regarding a contract between the two. The parties are discussing (a) whether contract performance will continue or be terminated, (b) whether a termination, if it occurs, would be whole or partial, and (c) whether any such termination would be made for default or convenience. These negotiations remain ongoing.

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3 GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT AFFIDAVIT (EXHIBIT III)

RFQ-484-120315, ITS Operatons and Support Services, Statewide

EXHIBIT III

GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT AFFIDAVIT

GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT AFFIDAVIT

Contracting Entity/Respondent: Serco Inc.
Address: 1818 Library Street Suite 1000, Reston, VA 20190
Solicitation No./Contract No. : **RFQ-484-120315**
Solicitation/Contract Name: **ITS Operations and Support Services, Statewide**

By executing this affidavit, the undersigned person or entity verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or entity which is contracting with the Georgia Department of Transportation has registered with, is authorized to participate in, and is participating in the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

The undersigned person or entity further agrees that it will continue to use the federal work authorization program throughout the contract period, and it will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the undersigned with the information required by O.C.GA. § 13-10-91(b).

The undersigned person or entity further agrees to maintain records of such compliance and provide a copy of each such verification to the Georgia Department of Transportation within five (5) business days after any subcontractor is retained to perform such service.

22290228 6(739616)
E-Verify/Company Identification Number

12/3/2009
Date of Authorization

Shaveta Joshi
Signature of Authorized Officer or Agent
(Contractor Name)

11/18/2015
Date

Director, HR Compliance
Title of Authorized Officer or Agent of Consultant

SHAVETA JOSHI
Printed Name of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE STATE OF VIRGINIA) COUNTY OF FAIRFAX)

18th DAY OF November, 2015

Carla J. Abbud
Commonwealth of Virginia
Notary Public
Commission No. 4085451
My Commission Expires 1/31/2019

Carla J. Abbud
Notary Public

[NOTARY SEAL]

20

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RFQ-484-120315, ITS Operatons and Support Services, Statewide

My Commission Expires: 1-31-2019

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4 ADDENDA

RFQ-484-120315, Addendum #1
ITS Operations and Support Services, Statewide

ADDENDUM NO. 1

ISSUE DATE: November 3, 2015

This Addendum shall become and form a part of the RFQ for:

**RFQ-484-120315: Intelligent Transportation Systems (ITS)
Operations and Support Services, Statewide**

NOTE PLEASE REVIEW CAREFULLY! THERE ARE CHANGES TO THE INFORMATION TO BE PROVIDED. FAILURE TO ADHERE TO THE CHANGES ADDRESSED IN THIS ADDENDUM MAY RESULT IN DISQUALIFICATION.

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: Because of the changes to Exhibit 1 in the RFQ, as altered in this Addendum, signed acknowledgment of this addendum (this page) MUST be attached to your PROPOSAL.

Firm Name Serco Inc.

Signature David S Cornell Date 11/16/2015

Typed Name and Title David Cornell, Mgr Contracts

Georgia Department of Transportation (GDOT)
Office of Transportation Services Procurement
One Georgia Center
600 West Peachtree Street, NW
19th Floor
Atlanta, Georgia 30308

This Addendum, including all articles and corrections listed below, shall become and form a part of the original RFQ package and shall be taken into account in preparing your proposal.

I. RFQ Exhibit I, is DELETED in its entirety and REPLACED by the attached Exhibit I to be made part thereof:

EXHIBIT I

Project/Contract

1. Project Number(s): N/A
2. PI Number(s): N/A
3. County(ies): Statewide
4. Description: Intelligent Transportation Systems (ITS) Operations and Support Services, Statewide
5. Required Area Classes:

Prime Consultants are defined as the firm submitting the Statement of Qualifications and the firm with whom GDOT will contract. The Team is defined as the Prime Consultant and their sub-consultants, who are considered team members. The Prime Consultant must be prequalified in the Area Classes identified below in Section 5.A. The Prime Consultant or sub-consultant team members must be prequalified in the Area Classes identified below in Section 5.B. Respondents should submit a summary form (example provided in **Exhibit IV**) which details the required area classes for the Prime Consultant and all sub-consultants or joint-venture of consultants on the team listed in the Statement of Qualifications. The area classes listed on the summary form must meet all required area classes or the team will be disqualified. The Prequalification Expiration Date must be current by the deadline stated for this RFQ.

1

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RFQ-484-120315, Addendum #2
ITS Operations and Support Services, Statewide

ADDENDUM NO. 2

ISSUE DATE: November 20, 2015

This Addendum shall become and form a part of the RFQ for:

**RFQ-484-120315: Intelligent Transportation Systems (ITS)
Operations and Support Services, Statewide**

NOTE PLEASE REVIEW CAREFULLY! THERE ARE CHANGES TO THE INFORMATION TO BE PROVIDED. FAILURE TO ADHERE TO THE CHANGES ADDRESSED IN THIS ADDENDUM MAY RESULT IN DISQUALIFICATION.

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: A signed acknowledgment of this addendum (this page) MUST be attached to your PROPOSAL.

Firm Name Serco Inc.

Signature David L Cornell Date 11/23/2015

Typed Name and Title David Cornell, Mgr Contracts

Georgia Department of Transportation (GDOT)
Office of Transportation Services Procurement
One Georgia Center
600 West Peachtree Street, NW
19th Floor
Atlanta, Georgia 30308

This Addendum, including all articles and corrections listed below, shall become and form a part of the original RFQ package and shall be taken into account in preparing your proposal.

I. **EXHIBIT 1, Number 5. Required Area Classes, Paragraph One is deleted in its entirety and replaced with the following paragraph:**

Prime Consultants are defined as the firm submitting the Statement of Qualifications and the firm with whom GDOT will contract. The Team is defined as the Prime Consultant and their sub-consultants, who are considered team members. The Prime Consultant or sub-consultant team members must be prequalified in the Area Classes identified below Respondents should submit a summary form (example provided in **Exhibit IV**) which details the required area classes for the Prime Consultant and all sub-consultants or joint-venture of consultants on the team listed in the Statement of Qualifications. The area classes listed on the summary form must meet all required area classes or the team will be disqualified. The Prequalification Expiration Date must be current by the deadline stated for this RFQ.

II. **V.A. - Selection Criteria for Phase II – Criteria for Evaluation of Technical Approach is deleted in its entirety and replaced with the following:**

A. **Technical Approach – 40%**

The Selection Committee will evaluate the shortlisted firms (Finalists) on their Technical Approach, which shall account for a total of forty (40%) percent. The Selection Committee shall utilize the following additional criteria

1

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RFQ-484-120315, Addendum #3
ITS Operations and Support Services, Statewide

ADDENDUM NO. 3

ISSUE DATE: December 2, 2015

This Addendum shall become and form a part of the RFQ for:

RFQ-484-120315: Intelligent Transportation Systems (ITS)
Operations and Support Services, Statewide

NOTE: PLEASE REVIEW CAREFULLY! THERE MAYBE CHANGES TO THE INFORMATION TO BE PROVIDED. FAILURE TO ADHERE TO THE CHANGES ADDRESSED IN THIS ADDENDUM MAY RESULT IN DISQUALIFICATION.

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: A signed acknowledgment of this addendum (this page) MUST be attached to your SUBMITTAL for Phase I.

Firm Name Serco Inc.

Signature David S Cornell Date 12/2/2015

Typed Name and Title David Cornell, Mgr Contracts

Georgia Department of Transportation (GDOT)
Office of Transportation Services Procurement
One Georgia Center
600 West Peachtree Street, NW
19th Floor
Atlanta, Georgia 30308

This Addendum, including all articles and corrections listed below, shall become and form a part of the original RFQ package and shall be taken into account in preparing your proposal.

I. EXHIBIT 1, Number 6. Scope, Item F. 2. is deleted in its entirety and replaced with the following paragraph:

2. At the Macon TCC: The provision of Operations Room staff, coordination and operation of Macon TCC including utilization of task management tracking database, response to customer service inquiries (including but not limited to receiving and responding to GDOT customer inquiries, customer follow up calls, interaction with GDOT and consultant staff to resolve problems and complaints, etc.) technical assistance to District 3 signal staff (including but not limited to Limited Signal Diagnostics, Advanced Signal Monitoring and Timing, and utilization of ITS and/or signal software). Operators at the Macon TCC use the Navigator software routinely.

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B. Experience and Qualifications

1 Project Manager

Project Manager – Matthew Kirby

Matthew Kirby has 15 years of operational experience in the transportation industry, with over 10 years of managerial experience in project management and operations. He currently supports the Virginia Department of Transportation (VDOT), where he managed the Northern Region Traffic Management Center (TMC) operations and control room. Currently, as Statewide Support and Continuous Improvement Manager, Mr. Kirby guides the evolution of the statewide TMC effort by developing processes and procedures, documentation, and training and by managing the identification and implementation of innovations that support TMC operations. Mr. Kirby previously served as the Information Centre Manager (Project Manager) for the National Traffic Control Centre (NTCC). Beginning as an Operator, Mr. Kirby quickly advanced through the organization, gaining a complete operational understanding of all levels of Traffic Management and acquiring a unique perspective on the challenges related to management of operations personnel. In Northern Virginia, Matt was responsible for 1,200 traffic signals on Arterial Roadways, including signal diagnosis, signal maintaining and timing utilizing the advanced traffic signal software.

a. Education

- Aeronautical Engineering Studies (BEng) 1994–1999 University of Hertfordshire, Hatfield UK

b. Registration

- Currently pursuing PMP certification
- National Incident Management System (NIMS)
- Six Sigma Certifications: White belt, Green belt
- Traffic Incident Management (TIM)

c. Relevant Engineering Experience

For VDOT, Mr. Kirby was responsible for Operations in the Northern Virginia and Washington, DC areas. This included not only standard TMC operations and incident management functions, but the safe operation of both Reversible Roadways (RRs) and Hard Shoulder Running (HSR) systems. His responsibilities for RR/HSR included developing new processes and procedures, in conjunction with the Safety Service Patrol (SSP), to ensure their accurate, efficient, and safe operation, including alternative sets of procedures for operations during snow events and other bad weather. The region used RRs on I-66 and I-95, two of the most heavily traveled traffic corridors in and out of Washington. The aging technology on those routes meant that, on top of system fail-safes, he had to introduce manual checks for operating the many gates along both corridors. High Occupancy Vehicle (HOV) lanes were also integrated with the RRs on both corridors, and were coordinated and controlled from the TMC. Mr. Kirby oversaw procedures, refined by Serco, to ensure the safety of the traveling public and the SSP personnel conducting operations on the ground.

Mr. Kirby also supported the development and testing of a new GIS-based Advanced Traffic Management System (ATMS) by Delcan/Parsons including the deployment of a separate ATM module specific to Northern Virginia. This system enabled more active management through predictive algorithms that forecast traffic issues based on current and past data and included dynamic ramp metering, lane control systems, variable speed limits, etc.

At the NTCC, Mr. Kirby played a key role in testing, development, and innovation and had operational responsibility as part of the Change Management Board for prioritizing, delivering improvements, and designing operational acceptance processes for integration of software upgrades to GIS-based ATMS. These included the introduction of a signs and signals setting tool, interoperability, Computer-Aided Dispatch (CAD) connectivity, and delay discrepancy detection tools as well as an abnormal delay tool. Operational improvements introduced on his watch included Nationwide Travel Time signs and continuous improvement to end user (public-facing) functionality and the Human Machine Interface (HMI). With the introduction of a new ATMS solution to the project, Mr. Kirby was the key operational interface responsible for designing, testing and developing the HMI, as well as innovations with historical traffic data. He played a key role in interacting with third parties to introduce as much interoperability as possible into the new design.

While partnering with the Highways Agency (HA), Mr. Kirby managed efforts that resulted in improved communications between their seven Regional Control Centers (RCCs) and the NTCC, as well as the generation of interfaces between two very different systems to enable system-to-system communication. Mr. Kirby was instrumental in the design, subsequent redesign (following operational expansion), and implementation of new control room layouts at the NTCC. This followed ergonomic research to review operational best practices as well as sharing other Serco control room best practices to redesign and refurbish the control room to improve all aspects of operator interaction and communication, including the needs and requirements of other agencies (e.g., HA's National Incident Liaison Officers) who shared control room space with his staff.

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d. Relevant Project Management Experience

As the Operations Manager for VDOT's Northern Region Operations (NRO) TMC, Mr. Kirby was responsible for all project management aspects of the operations of the largest TMC in Virginia collocated with multiple E911 services. From transition, he was responsible for introducing training, development, and disciplinary procedures into a struggling operation from the preceding contract. Using his experience and international best practices, he developed, introduced, and refined processes and procedures, creating a 30% improvement in operations performance in the first 18 months. In alignment with Serco's Continuous Improvement plan, he continued to advance the operation by introducing new staff; developing supervisors; and ensuring that documentation, training, and discipline were in place. Following operational review and best practices from other Serco control rooms, he introduced a new web-based scheduling tool (When2Work) that allowed innovative scheduling solutions as well as full visibility and interaction with his workforce of 30+ operators.

The NRO TMC works closely with other regions, other states, local emergency services, contractors, and government entities. In support of this interaction, Mr. Kirby engaged his Project Stakeholder Management skills and developed and expanded on multiple partnerships with surrounding organizations. Because of the proximity to the Capital, and the complexity of the surrounding area, Regional Incident Communication and Coordination partnerships (RICCs) were set up with Maryland, DC, and Northern Virginia. Using a design very similar to the Southern Traffic Incident Exchange (STIX), the RICCs ensured that full situational awareness and information sharing was maintained with neighboring states. In an initiative similar to Georgia's Towing Recovery Incentive Program (TRIP), Mr. Kirby's TMC staff coordinated recovery vehicles, permanently stationed on key bridges leading into the Capital, to ensure the swift and efficient recovery of vehicles and closure of incidents on the most significant routes.

One of the most significant aspects of TMC operations in Northern Virginia is the coordination and dispatch of the Safety Service Patrols (SSPs) which are similar to GDOT's Highway Emergency Response Officers (HEROs). Co-located with the Virginia State Police (VSP), the responsibility for dispatching SSPs was coordinated between TMC and VSP staff. Mr. Kirby maintained these relationships, coordinated after-action reviews, and managed the development and refinement of both new and existing processes and procedures by the regional management team.

During his 10-year tenure at the NTCC, Mr. Kirby took on progressively greater responsibility as the operation increased in scale and scope, culminating as Information Centre Manager (Project Manager). As a manager, he introduced an ad hoc training program that saw 40+ members of staff retrained and recertified on a completely fresh set of Work Instructions and Standard Operating Procedures (SOPs) that he produced himself to reflect the updated operation of the NTCC.

He partnered with the HA to identify new Service Level Agreements (SLAs) that more effectively measured outcomes and managed the development of new Key Performance Indicators (KPIs) that resulted in improved control room performance. Mr. Kirby also served on an innovation team seeking business and continuous improvement opportunities as the HA underwent radical organizational changes through the HA Future Operating Model. This required him to successfully manage the absorption of previous HA responsibilities into the project through task orders.

Mr. Kirby also acted as key interface for seven RCCs, implementing consistent processes and procedures and delivering systems integration and interoperability to support the strategic NTCC approach. This included integration of the HA's command and control system within the NTCC and management of its data fusion project, as well as developing and supporting an HA-centric model for communications. Although their roles were different, both Highways Agency Traffic Officers (HATOs) and SSPs had to interact with their respective control rooms, much as HEROs need to communicate with the TMC. Although NTCC did not dispatch HATOs, the extra line of communication was duly replaced with systems interoperability, allowing the actual dispatcher to share their actions with NTCC automatically. Mr. Kirby was instrumental in changing operations to allow HATO dispatchers to automatically create events in the NTCC ATMS.

Over his career, Mr. Kirby has managed many high-profile incidents on many different levels. He managed the operation that supported HA's Olympic Gold Command function during the London 2012 Olympics and provided dedicated resources throughout the Games. He introduced temporary changes to working practices to absorb additional service demand and staffing requirements. He was also the Supervisor on shift during the London Bombings and the Buncefield Oil Refinery explosion of 2005—both of which brought London and the surrounding area to a standstill. At VDOT, he leveraged lessons learned from the significant snow events of 2014/15 to implement changes in working practices. Mr. Kirby has the unique ability to manage emergency events and incorporate into procedures for future operations.

e. Relevant experience utilizing GDOT specific processes, manuals, or guidance

Mr. Kirby has indirect experience utilizing GDOT-specific processes, manuals, and guidance. Particularly, he has used GDOT processes, manuals, and guidance as core components in the development and enhancement of statewide SOPs within our continuous improvement effort to integrate/adopt national and global best practices.

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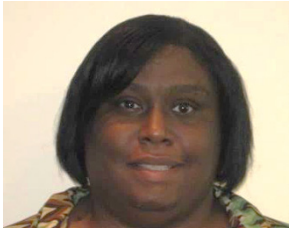
2 Key Team Leaders

Atlanta Operations Manager – Jennifer Ganzy



Jennifer Ganzy has over 12 years of experience in mission-critical traffic operations environments with progressive responsibilities, including 6 years of direct GDOT experience as Traffic Center Supervisor for the Greater Atlanta Region where she supervised the TMC operators and dispatchers. Currently, as the Operations Manager for VDOT's Northern Region Operations (NRO) TMC, she manages 24/7 traffic operations for the most complex region in Virginia including Active Traffic Management (ATM), RR, HSR, Express lanes, colocation with Emergency Services, coordination with P3 operations (toll roads), etc. Previously, Ms. Ganzy served as the Statewide Performance Manager leading the performance management team in setting goals and objectives aligned with VDOT's vision and strategy as well as SLA measures. Ms. Ganzy was responsible for the day-to-day management of the senior operations and performance analysts and Network Operation Center (NOC) analysts. She established NOC procedures and protocols and continues to work with the Statewide TMC Manager to develop and implement statewide SOPs. To ensure inter-agency communication and compatibility, she developed a comprehensive written SLA guidance document that was circulated to Serco, subcontractor, and VDOT staff. Jennifer coordinated the flow of all performance-related information, and after-action and incident reviews, for all five operating regions. She had daily oversight of the performance management process, implementing initiatives and developing and delivering regional and statewide performance improvement plans.

a. Education

- Georgia Peace Officer Standards & Training Certificate (POST Certified): License No. PBDC060365S
- Isabella Graham School of Nursing, Rochester, NY

b. Registration

- National Incident Management System (NIMS)
- Traffic Incident Management (TIM)
- Six Sigma Certification: White Belt

c. Relevant Experience

In her current role as Operations Manager for VDOT's Northern Region Operations (NRO) TMC, Ms. Ganzy draws on her prior experience as TMC Operations Supervisor for GDOT's Greater Atlanta Region. She was an instrumental part of the Serco team that stood up the STIX, the Towing Recovery Incentive Program (TRIP), the Learning Management System (LMS), and other innovative GDOT programs. This experience has given her an in-depth understanding of GDOT-specific processes, manuals, and guidance that she has brought to bear in her current role at VDOT.

As Operations Manager, she organizes, plans, and oversees 24/7 traffic operations activities for VDOT's Northern Region. She is responsible for ensuring the regional TOC staff facilities are well-integrated and coordinated to perform effective congestion management, incident management, emergency operations, traveler information, and transportation coordination/communication, including freeway operations, arterial traffic, signal operations, SSP, and public safety. Ms. Ganzy is also responsible for the operation of RRs, HSR, ATM Operations (LCS, HOV, Gates, and Variable Speed Limit [VSL]), the 511 system, and links to the state's 911 system.

The performance management expertise she brings to bear at VDOT has been further amplified by her GDOT experience. Ms. Ganzy has enhanced her GDOT experience with data analytics, using performance dashboards, heat maps, and other tools to enhance situational awareness and using historical data to predict future trends—all in service of the ultimate goal of deploying resources more efficiently to better manage incidents across the T0–T7 timeline.

Ms. Ganzy served as a TMC Operations Supervisor at GDOT with two consecutive contractors. In addition to full operational experience, she gained an in-depth understanding of the traffic environment of the Atlanta region, and how it is impacted by events, both local and in other regions and states. Ms. Ganzy served as coordinator of the I-95 Corridor Coalition for the Southern Region, which included GDOT and the transportation departments of North Carolina (NCDOT), Florida (FDOT), and South Carolina (SCDOT). She maintained situational awareness of other DOTs that were not formally part of the STIX program, including Alabama DOT and Tennessee DOT.

Ms. Ganzy also coordinated with other agencies such as the various police jurisdictions throughout the state, Georgia State Patrol, Georgia Emergency Management Agency, Georgia Environmental Protection Division, Georgia Power, Metropolitan Atlanta Rapid Transit Authority, and Towing and Recovery Services.

d. Relevant experience utilizing GDOT specific processes, manuals, or guidance

Ms. Ganzy has 6 years of experience utilizing GDOT-specific processes, manuals, or guidance. She participated in the development and refinement of numerous processes and manuals in her roles with GDOT and Serco.

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MACON OPERATIONS MANAGER – CHRIS CORCORAN

Chris Corcoran has more than 8 years of experience in the Intelligent Transportation Systems (ITS) field across a wide range of responsibilities. Notably, throughout his career with VDOT, Mr. Corcoran has risen through the ranks, starting in Incident Management as an SSP, fulfilling the same functions as a GDOT Highway Emergency Response Officer (HERO); then moving into Operations as supervisor; leading the PMO Performance Group; and serving as an interim Regional Project Manager (RPM) for the VDOT Northwest Region which included managing all service areas including Operations, Incident Management, ITS Maintenance and Project Management. He has served as TMC Operations manager in multiple regions around the state and is currently the Operations Manager for the VDOT Southwest Region. His career has given him a rare top-to-bottom understanding of the full spectrum of traffic operations as well as experience in both rural and urban traffic regions, and the particular challenges each faces. He has led his team through a wide range of traffic and highway management challenges including hurricanes and other extreme weather events as well as special events such as high-volume sporting events and Presidential visits.

a. Education

- 2003–2004, Tidewater Community College, Chesapeake, VA

b. Registration

- National Incident Management System (NIMS)
- Six Sigma Certification: White Belt
- Traffic Incident Management (TIM)
- Customer Service Essentials

c. Relevant Experience

As Operations Manager for VDOT's Southwestern Region TOC, Mr. Corcoran conducts the day-to-day management of the TOC operations staff and resources, including problem resolution concerning TOC operations. He manages a staff of 25 direct employees and has oversight of an additional 20 SSPs. He has been directly involved in multiple aspects of VDOT's Statewide TOC and ATMS Project since contract transition, resolving TOC, ITS Maintenance, and SSP issues as the Service Performance Group Manager. He has responsibility for operation of the HOV RR (Daily Scheduled Operations, Emergency Closures, and Off-Schedule Reversals) and HSR. Mr. Corcoran implemented Travel Time Messaging in the region, including gathering requirements, developing SOPs, and troubleshooting the ATMS prior to deployment.

Mr. Corcoran has extensive experience in collaboration and coordination with other traffic management organizations. At the VDOT Hampton Roads TMC, in addition to coordinating information-sharing among VDOT regions, he coordinated with local TMC operations to respond to major incidents. He has served as a liaison with the I-81 Coalition, helping to enable broader situational awareness through improved communications between regions as well as preparing for failover operations in case of regional emergencies. He works with other state TMCs daily, and helped establish an information-sharing process for surrounding TMCs.

Mr. Corcoran played a key role in stakeholder collaboration with TMCs from other states, for the Fancy Gap VSL Project, planned for deployment in late 2015. Mr. Corcoran worked with peer organizations in North Carolina, West Virginia, and Tennessee to gather operational requirements and develop SOPs.

At VDOT's Hampton Roads TMC, he was responsible for hurricane response procedures including a contra-flow plan designed to enable large-scale evacuation of coastal regions using some 86 miles of fully reversible interstate highway. As well, he was also tasked with coordinating military traffic which used its own system of roads and gates. Mr. Corcoran coordinated with numerous Special Facilities, including five bridge/tunnels, six moveable bridges, and a ferry service for incident management, scheduling in support of bridge lifts and closures.

He developed and deployed an automated method of tracking the ITS maintenance SLAs for VDOT using the Maximo and Nagios systems. These are the same systems GDOT uses for Maintenance Management (MMS).

Mr. Corcoran has developed technical documentation including TMC SOPs and training manuals. He has trained operations staff and managed certification documentation. Mr. Corcoran serves as liaison with the VDOT Public Information Office and the construction division regarding roadway construction/maintenance updates, special events, etc.

d. Relevant experience utilizing GDOT specific processes, manuals, or guidance

Mr. Corcoran has indirect experience utilizing GDOT-specific processes, manuals, and guidance. Particularly, he has used GDOT processes, manuals, and guidance with modification to operate and train Operation and Incident Management personnel in multiple (rural/urban) regions.

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TRAINING MANAGER – ALISON HUNTER

Alison Hunter has 19 years of Human Capital and training experience, with an emphasis on leadership development, performance management, HR Information Systems, change management and communication, training development and delivery, workforce planning and competency management. She has Transportation-specific experience as Competency and Training Lead for Serco's support effort at VDOT, leveraging her professional training background and best practices from across her career brought to bear on the needs of the transportation management domain. This includes 8 years of experience managing and leading Human Capital and Training programs where she is responsible for hiring and managing staff and overseeing day-to-day operations. These programs cover a range of federal domains for clients including the Defense Logistics Agency (DLA), the U.S. Marine Corps, the U.S. Navy, the General Accountability Office (GAO), the Nuclear Regulatory Commission, and the Defense Threat Reduction Agency.

a. Education

- BS, Psychology, Georgia State University, Atlanta, 1996

b. Registration

- ROI Certification, Phillips ROI Institute, 2009
- Workforce Planning Certification, Human Capital Institute, 2011

c. Relevant Experience

Ms. Hunter developed and implemented a strategic statewide competency and training program for VDOT's five regional TMC Operations, Incident Management (SSP) programs, and ITS Maintenance and Program Management Office (PMO).

She serves as Project Manager in Serco's Corporate Learning Center, which will support the onsite training team in Georgia with instructional designers, graphic artists, editorial staff, and quality assurance specialists available for training analysis, design and development. At the Learning Center, Ms. Hunter oversees and manages the Instructional Systems Design (ISD)/Analysis, Design, Development, Implementation and Evaluation (ADDIE) methodology for developing sound training solutions. ISD/ADDIE helps ensure that instructional components are accurate and comprehensive and reflect current best practices in contemporary adult learning design. Ms. Hunter applies ADDIE-driven approaches for projects ranging from a single job aid to an entire blended learning curriculum. She has enhanced the ADDIE model with Serco best practices to enable rapid and tailored courseware development.

Particular to her experience in transportation, Ms. Hunter planned and implemented the Learning Management System (LMS) for the VDOT contract and provided training to managers and end users. This was a strategic statewide competency and training program for VDOT's five regional TOCs, SSPs, ITS Maintenance and PMO similar to the LMS Serco established at GDOT as part of our competence approach. This program continues to deliver strong tangible benefits to GDOT by improving overall recruitment, coaching and assessment, and making it easier to determine necessary skills for recruiting and training and identify needs for retraining and coaching. Under the direction of Ms. Hunter, the VDOT program builds on the GDOT program and incorporates lessons learned on that program and from best practices derived from her experiences in other sectors. Ms. Hunter provided strategic planning support for the training and competence management program, managed the curriculum development and training delivery process, and developed a course catalog and structure for continuous learning that incorporated webinars, communities of practice, brown bags, and other resources. Finally, she implemented a process and procedures to capture and track training data and certification requirements.

Other work that informs Ms. Hunter's approach includes her management of the system maintenance, organizational mapping and data uploads of the DLA's Integrated Workforce Analysis & Planning Model; development of web-based training and updates of eLearning training modules for the GAO. Ms. Hunter worked closely with the Navy's Military Sealift Command to manage the development and delivery of leadership training and coaching to their Civilian Mariners.

d. Relevant experience utilizing GDOT specific processes, manuals, or guidance

Ms. Hunter has indirect experience utilizing GDOT-specific processes, manuals, and guidance. She has used GDOT processes, manuals, and guidance as core components in the development/enhancement of Serco's transportation training materials and LMS.

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MEDIA AND OUTREACH MANAGER – NORA SALINAS

Nora Salinas has 15 years of experience in the transportation industry, specializing in communications, outreach, and coordination with stakeholders. In her outreach efforts, Ms. Salinas draws heavily on her unique 3 years of hands-on traffic operations experience. Ms. Salinas is a certified TOC operator and trained SSP who gained her transportation operations in one of Virginia's larger regions. This region coordinates with seven cities for traffic management systems and includes RRs. Through this work, she learned about incident management and actions taken during major events, such as major accidents and weather events. This experience makes her a superior Outreach Manager as she brings the skills and experience necessary to bridge the divide between the worlds of media and traffic management. Ms. Salinas also served as Project Manager for VDOT's traffic information system (VaTraffic). This statewide tool for traffic incident management is shared across the commonwealth and with the media. Previously, Ms. Salinas also volunteered on an Engineers Without Borders (EWB) project in Honduras where she provided outreach to local Spanish-language media on EWB's efforts.

a. Education

- BS, Decision Sciences and Management Information Systems, George Mason University, 2003
- Event Marketing, George Washington University, 2009

b. Registration

- Memberships: ITS America, ITS Virginia, Women in Transportation, Engineers Without Borders

c. Relevant Experience

As Stakeholder and Partnership Manager for Serco's VDOT contract, Ms. Salinas manages internal and external communication and engagement among various levels of stakeholders for a first-of-its-kind statewide transportation operations program including over 500 employees among over 15 firms in 6 service area categories including transportation operations centers, SSP operations, ITS field maintenance, ATMS and technology, program management, and general support services.

Ms. Salinas's work at VDOT requires a strong emphasis on statewide coordination across a central office and nine district offices among five regions, each with their own unique set of operational challenges and media focus. She serves as primary point of contact for the nine district Communications Managers. She collaborates with subcontractors and the client to address media inquiries, develops key relationships with internal and external stakeholders, and determines the level of communication necessary for successful operations and coordination.

She was a key member of the strategic team that implemented an exchange program in Virginia to improve collaboration and coordination among all levels of the organization. This included exposing field and TMC floor personnel to the environments and issues their colleagues face through ride-alongs with SSPs and by bringing SSP personnel into the control room. This program gave team members throughout the program a better understanding of how the needs of different parts of the system ultimately impact the incident timeline. This program enhanced overall performance by giving team members from different regions experience in the particular environment of the state's diverse regions.

Ms. Salinas defined requirements and worked with developers to stand up an employee engagement website through SharePoint to enhance communication and employee engagement at VDOT. She also developed and implemented action plans from feedback received through an annual survey to measure staff engagement within the program, and coordinated with regional management to maintain action plans throughout the year.

She has supported the ITS Director on several task orders related to ATMS, the 511 Traveler Information System, Transportation Video and Data distribution, Public Safety Announcement Points, and Regional Incident Management Systems.

Ms. Salinas assessed and supported the development of ITS training for Northern Virginia VDOT employees, and developed databases to track employee training and interests for development of training courses.

d. Relevant experience utilizing GDOT specific processes, manuals, or guidance

Ms. Salinas has indirect experience utilizing GDOT-specific processes, manuals, and guidance. In her training and certification as an Operator, she used the GDOT processes that were embedded and at the core of the Serco SOPs, manuals, and training. This experience crossed both operations and incident management (SSP/HERO) services.

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3 Prime Experience

a. Client name, project location and dates – Virginia Department of Transportation, 1401 East Broad Street, Richmond, VA 23219, 1 July 2013–Ongoing

b. Description of overall project and services performed - Virginia Department of Transportation (VDOT) – Transportation Operations Centers and Statewide Advanced Traffic Management Systems Services. VDOT and Serco established a partnership to operate, manage, maintain, and deliver a world-class statewide transportation system. This included developing consistent operations, procedures, and training leading to interoperability across the five traffic management centers throughout Virginia. Relevant critical services include Traffic Management Center (TMC), Safety Service Patrol (SSP), and Intelligent Transportation System (ITS) maintenance. Statewide Floor Operations of Transportation Operations Centers (TOCs). The TOCs manage 57,000 miles of roadways. Situational awareness is provided in near-real-time using our data analytical tools (ProgramVision) that we will bring to GDOT. The TOCs managed approximately 268,000 incidents in 2014; of these, SSPs responded to over 147,000 incidents across Virginia. There are approximately 180 vehicles and 226 SSP Supervisors and Operators across the state, with up to 54 routes operational at any one time. Serco's statewide SOPs and concept of TOC operations resulted in over 400% increase in verified roadway incidents. Key experience we can bring to GA includes:

- Work zone management (over 800 per week)
- Support interoperability between TOCs
- Dispatch SSP to incidents
- Reduce travel times by providing accurate and reliable 511 traveler information
- TIM Stakeholder Management
- Major Weather Incident Management
- Manage HOV, Reversible Roadways, VSL, and ATM
- Manage responses to incidents and emergencies, help clear roadways
- Providing real-time information to emergency responders and serve as emergency operations centers during major events
- Performance and data analytics to assess SSP coverage
- Learning Management System for operator certification

c. Duration of project services provided – 1 July 2013–Ongoing, **Budget** $344,000,000

d. Experience utilizing GDOT specific processes, manuals, or guidance – GDOT processes and manuals developed while previously performing GDOT operations were utilized as the foundation for VDOT statewide SOP's and manuals.

e. Client(s) current contact information – Stephany Hanshaw, Stephany.hanshaw@vdot.virginia.gov, 804-786-2978

f. Involvement of Key Team Leaders – Reference Section 2 All key team leaders

a. Client name, project location and dates – Highways Agency, The Cube, 199 Wharfside Street, Birmingham, B1 1RN, England, UK; 2001–2011

b. Description of overall project and services performed – Highways Agency—National Traffic Control Center (NTCC). A 10-year, Public-Private Partnership to deliver accurate and relevant traffic information service throughout England, the NTCC was the first operation to use a comprehensive suite of technologies to obtain a clear picture of actual and predicted road network traffic conditions for an entire country. Our proposed Project Manager, Matthew Kirby, brings to GDOT unique NTCC experience. Serco designed, built, and operated the control center including providing a suite of highly complex software systems. Serco provided accurate and timely travel information, enabling a proactive and more effective response to changing traffic conditions, incidents, and major weather events—a responsiveness that is also key for Metro Atlanta. Serco can provide GDOT with the same expertise that wrote the SOPs and trained NTCC staff to effectively use these technologies to manage roadway incidents. Key experience we can bring to GA includes:

- Incident Detection, Response and Management
- Incident Management
- Managed Lane Freeway Operations, VSL & ATM
- Support National TOC Interoperability
- Event Management & Planning
- Strategic Route Management & Planning
- National Situational Awareness
- Management of Abnormal Load Movement

c. Duration of project services provided – 2001–2011, **Budget** $256,000,000

d. Experience utilizing GDOT specific processes, manuals, or guidance – Not applicable

e. Client(s) current contact information – Simon Sheldon, Simon.sheldon-wilson@highways.gsi.gov.uk, +441216785935

f. Involvement of Key Team Leaders – Reference Section 2 Matthew Kirby

a. Client name, project location and dates – Georgia Department of Transportation, Shackelford Building, 935 E Confederate Ave, Atlanta, GA 30316; March 2007–August 2011

b. Description of overall project and services performed – Georgia Department of Transportation Traffic Management Center (TMC) Operations. Serco responsibilities included staffing the Atlanta TMC, staffing support for the Macon TMC, and technical support and studies development related to the operation, performance, and enhancement of the TMC and NaviGAtor. Serco maintained statewide operational status 24/7/365, with a mission to enhance travel safety and transportation efficiency by managing incidents, controlling traffic, and providing accurate information to the traveling public. Serco delivered key differentiators:

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- Serco operators delivered roadside assistance before first responders 75% of the time.
- Serco operators achieved the GDOT goal of identifying all incidents and generating response plans within 5 minutes—a 2-minute improvement from contract takeover.
- Serco achieved the GDOT customer service goal for operators to answer all phone calls within three rings.
- Serco had 100% retention of all incumbent staff following transition.
- Continued staff retention was over 90% through a culture of training, rewards, and recognition.
- After approximately 6 months of operations conducted by Serco, the department recognized Serco's performance by migrating the contract to fully outsource all GDOT TMC staff.
- Initiation of Southern Traffic Incident Exchange (STIX) and Towing Recovery Incentive Program (TRIP) programs was implemented under the Serco TMC Operations contract.
- Serco introduced performance reporting and Key Performance Indicator (KPI) dashboards.

c. Duration of project services provided – March 2007–August 2011, **Budget** $12,000,000

d. Experience utilizing GDOT specific processes, manuals, or guidance – Under the TMC Operations project, Serco was responsible for development of new processes/procedures and associated documentation and training. Existing procedures and guidance materials were maintained/updated by Serco as well.

e. Client(s) current contact information – Kathy Zahul, kzahul@dot.ga.gov, 404-635-2828

f. Involvement of Key Team Leaders – Reference Section 2 Jennifer Ganzy

a. Client name, project location and dates – Georgia Department of Transportation, Shackelford Building, 935 E Confederate Ave, Atlanta, GA 30316; July 2009–Ongoing

b. Description of overall project and services performed – Georgia Department of Transportation ITS Maintenance. Serco provides comprehensive management, installation, and maintenance of the GDOT ITS NaviGAtor Network, over 2,600 major ITS devices plus all supporting information and IT infrastructure within the State of Georgia. Serco has held this contract since inception, and we have unique knowledge and understanding of the NaviGAtor Network. Since inception, Serco has increased device availability on average from 51% to over 98%. We manage critical infrastructure systems such as cameras, video and presence detection, ramp metering, dynamic message signs, and structures. Serco understands these systems are the eyes and ears of the TMC and understands how critical this infrastructure is to incident detection, incident management, and incident timeline reduction. Adding the TMC contract to the Serco portfolio adds synergy to GDOT operations and enables us to add NOC Engineers to the TMC, facilitating greater partnership and focus to deliver improved results focused on critical operational devices to maximize operational performance.

c. Duration of project services provided – July 2009–Ongoing, **Budget** $100,000,000

d. Experience utilizing GDOT specific processes, manuals, or guidance – GDOT NaviGAtor ITS Design Manual, GDOT Signing and Marking Design Guidelines, GDOT Standard Specifications Construction of Transportation Systems, Manual on Uniform Traffic Control Devices, AASHTO Design Guide, GDOT Standards, and Construction Details

e. Client(s) current contact information – Kathy Zahul, Kzahul@dot.ga.gov, 404-635-2828

f. Involvement of Key Team Leaders – Not applicable

a. Client name, project location and dates – Transport for London, Palestra, 197 Blackfriars Road, London, SE1 8NU; April 2010–January 2013

b. Description of overall project and services performed – Transport Coordination Center for the 2012 London Olympic Games. Serco developed the Transport Coordination Center (TCC), a multiagency integration program, to facilitate the active sharing of information and coordination of responses to incidents among multi-modal transport providers, other transport control centers, and all stakeholders of Olympic spectator movements—while keeping traffic flowing. We also managed the Olympic Route Network in real time to optimize vehicle journey times. Serco delivered the following key milestones:

- Model of Operations – Serco provided the strategy for TCC functions and set the direction and parameters for the development of Detailed Operating Plans.
- Resourcing Strategy – Serco developed the resourcing strategy with a focus on TCC culture and use of the Effects-Based Leadership Model and teambuilding.
- Training and induction programs – Serco supported the acquisition of skills and knowledge of the Central Management Team, and sourced TCC Coordinators.
- Detailed Operating Plan – Provided processes, procedures, policies, and descriptions used by those working with TCC.

c. Duration of project services provided – April 2010–January 2013, **Budget** $6,000,000 (Consulting Fee)

d. Experience utilizing GDOT specific processes, manuals, or guidance – Not applicable

e. Client(s) current contact information – Kieran Eastwood, Kieran.eastwood@tfl.gov.uk, +442030542621

f. Involvement of Key Team Leaders – Not applicable

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4 Area Class Summary Form and Notice of Professional Consultant Qualifications

EXHIBIT IV
Area Class Summary Example

Area Class #	Area Class Description	Serco, Inc.	Gannett Fleming, Inc.	Gresham, Smith and Partners	Vision Engineering and Planning, LLC
	DBE – Yes/No ->	No	No	No	Yes
	Prequalification Expiration Date	6/30/17	3/31/16	8/31/17	6/30/17
1.07	Attitude, Opinion, and Community Value Studies (Public Involvement)			X	
1.10	Traffic Analysis			X	X
3.06	Traffic Operations Studies	X	X	X	X
3.09	Traffic Control Systems Analysis, Design and Implementation		X	X	

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STATE OF GEORGIA DEPARTMENT OF TRANSPORTATION
NOTICE OF PROFESSIONAL CONSULTANT QUALIFICATION
You are qualified to provide Consulting Services to the Department of Transportation for the area-classes of work checked below. Notice of qualification is not a notice of selection.

NAME AND ADDRESS	ISSUE DATE	DATE OF EXPIRATION
Serco, Inc 215 Ottley Drive Atlanta, GA 30324	6/12/14	6/30/17

SIGNATURE

1. Transporation Planning

___	1.01	State Wide Systems Planning
___	1.02	Urban Area and Regional Transportation Planning
___	1.03	Aviation Systems Planning
___	1.04	Mass and Rapid Transportation Planning
___	1.05	Alternate System and Corridor Location Planning
___	1.06	Unknown
___	1.06a	NEPA Documentation
___	1.06b	History
___	1.06c	Air Studies
___	1.06d	Noise Studies
___	1.06e	Ecology
___	1.06f	Archaeology
___	1.06g	Freshwater Aquatic Surveys
___	1.07	Attitude, Opinion and Community Value Studies
___	1.08	Airport Master Planning
___	1.09	Location Studies
___	1.10	Traffic Studies
___	1.11	Traffic and Toll Revenue Studies
___	1.12	Major Investment Studies
___	1.13	Non-Motorized Transportation Planning

2. Mass Transit Operations

___	2.01	Mass Transit Program (Systems) Management
___	2.02	Mass Transit Feasibility and Technical Studies
___	2.03	Mass Transit Vehicle and Propulsion System
___	2.04	Mass Transit Controls, Communications and Information Systems
___	2.05	Mass Transit Architectural Engineering.
___	2.06	Mass Transit Unique Structures
___	2.07	Mass Transit Electrical and Mechanical Systems
___	2.08	Mass Transit Operations Management and Support Services
___	2.09	Aviation
___	2.10	Mass Transit Program (Systems) Marketing

3. Highway Design Roadway

___	3.01	Two-Lane or Multi-Lane Rural Generally Free Access Highway Design
___	3.02	Two-Lane or Multi-Lane with Curb and Gutter Generally Free Access Highways Design Including Storm Sewers
___	3.03	Two-Lane or Multi-Lane Widening and Reconstruction, with Curb and Gutter and Storm Sewers in Heavily Developed Commercial, Industrial and Residential Urban Areas
___	3.04	Multi-Lane, Limited Access Expressway Type Highway Design
___	3.05	Design of Urban Expressway and Interstate
X	3.06	Traffic Operations Studies
X	3.07	Traffic Operations Design
___	3.08	Landscape Architecture

3. Highway Design Roadway (Continued)

___	3.09	Traffic Control Systems Analysis, Design and Implementation
___	3.10	Utility Coordination
___	3.11	Architecture
___	3.12	Hydraulic and Hydrological Studies (Roadway)
___	3.13	Facilities for Bicycles and Pedestrians
___	3.14	Historic Rehabilitation
___	3.15	Highway Lighting
___	3.16	Value Engineering
___	3.17	Design of Toll Facilities Infrastructure

4. Highway Structures

___	4.01	Minor Bridges Design
___	4.02	Major Bridges Design
___	4.03	Movable Span Bridges Design
___	4.04	Hydraulic and Hydrological Studies (Bridges)
___	4.05	Bridge Inspection

5. Topography

___	5.01	Land Surveying
___	5.02	Engineering Surveying
___	5.03	Geodetic Surveying
___	5.04	Aerial Photography
___	5.05	Aerial Photogrammetry
___	5.06	Topographic Remote Sensing
___	5.07	Cartography
___	5.08	Subsurface Utility Engineering

6. Soils, Foundation & Materials Testing

___	6.01a	Soil Surveys
___	6.01b	Geological and Geophysical Studies
___	6.02	Bridge Foundation Studies
___	6.03	Hydraulic and Hydrological Studies (Soils and Foundation)
___	6.04a	Laboratory Materials Testing
___	6.04b	Field Testing of Roadway Construction Materials
___	6.05	Hazard Waste Site Assessment Studies

8. Construction

___	8.01	Construction Supervision

9. Erosion and Sedimentation Control

___	9.01	Erosion, Sedimentation, and Pollution Control and Comprehensive Monitoring Program
___	9.02	Rainfall and Runoff Reporting
___	9.03	Field Inspections for Compliance of Erosion and Sedimentation Control Devices Installations

Serco was notified on June 12, 2014 that we are qualified to provide Consulting Services to the Department of Transportation for 3.06 Traffic Operations Studies and 3.07 Traffic Operations Designs. This recommendation was based solely on the professional licensure and stated experience of Dick Adams, P.E. Mr. Adam's has voluntarily terminated his employment with Serco effective December 11, 2015. Serco is actively recruiting to fill this position with a Georgia P.E. qualified to assume the role.

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STATE OF GEORGIA DEPARTMENT OF TRANSPORTATION
NOTICE OF PROFESSIONAL CONSULTANT QUALIFICATION
You are qualified to provide Consulting Services to the Department of Transportation for the area-classes of work checked below. Notice of qualification is not a notice of selection.

NAME AND ADDRESS	ISSUE DATE	DATE OF EXPIRATION
Gannett Fleming, Inc. 4350 W. Cypress Street, Suite 340 Tampa, FL 33607-4175	3/14/13	3/31/16

SIGNATURE

Russell R McMurry

1. Transporation Planning

___	1.01	State Wide Systems Planning
___	1.02	Urban Area and Regional Transportation Planning
___	1.03	Aviation Systems Planning
___	1.04	Mass and Rapid Transportation Planning
___	1.05	Alternate System and Corridor Location Planning
___	1.06	Unknown
___	1.06a	NEPA Documentation
___	1.06b	History
___	1.06c	Air Studies
___	1.06d	Noise Studies
___	1.06e	Ecology
___	1.06f	Archaeology
___	1.06g	Freshwater Aquatic Surveys
___	1.07	Attitude, Opinion and Community Value Studies
___	1.08	Airport Master Planning
___	1.09	Location Studies
___	1.10	Traffic Studies
___	1.11	Traffic and Toll Revenue Studies
___	1.12	Major Investment Studies
___	1.13	Non-Motorized Transportation Planning

2. Mass Transit Operations

___	2.01	Mass Transit Program (Systems) Management
___	2.02	Mass Transit Feasibility and Technical Studies
___	2.03	Mass Transit Vehicle and Propulsion System
___	2.04	Mass Transit Controls, Communications and Information Systems
___	2.05	Mass Transit Architectural Engineering
___	2.06	Mass Transit Unique Structures
___	2.07	Mass Transit Electrical and Mechanical Systems
___	2.08	Mass Transit Operations Management and Support Services
___	2.09	Aviation
___	2.10	Mass Transit Program (Systems) Marketing

3. Highway Design Roadway

___	3.01	Two-Lane or Multi-Lane Rural Generally Free Access Highway Design
___	3.02	Two-Lane or Multi-Lane with Curb and Gutter Generally Free Access Highways Design Including Storm Sewers
___	3.03	Two-Lane or Multi-Lane Widening and Reconstruction, with Curb and Gutter and Storm Sewers in Heavily Developed Commercial, Industrial and Residential Urban Areas
___	3.04	Multi-Lane, Limited Access Expressway Type Highway Design
___	3.05	Design of Urban Expressway and Interstate
X	3.06	Traffic Operations Studies
X	3.07	Traffic Operations Design
___	3.08	Landscape Architecture

3. Highway Design Roadway (Continued)

X	3.09	Traffic Control Systems Analysis, Design and Implementation
___	3.10	Utility Coordination
___	3.11	Architecture
___	3.12	Hydraulic and Hydrological Studies (Roadway)
___	3.13	Facilities for Bicycles and Pedestrians
___	3.14	Historic Rehabilitation
___	3.15	Highway Lighting
___	3.16	Value Engineering
___	3.17	Design of Toll Facilities Infrastructure

4. Highway Structures

___	4.01	Minor Bridges Design
___	4.02	Major Bridges Design
___	4.03	Movable Span Bridges Design
___	4.04	Hydraulic and Hydrological Studies (Bridges)
___	4.05	Bridge Inspection

5. Topography

___	5.01	Land Surveying
___	5.02	Engineering Surveying
___	5.03	Geodetic Surveying
___	5.04	Aerial Photography
___	5.05	Aerial Photogrammetry
___	5.06	Topographic Remote Sensing
___	5.07	Cartography
___	5.08	Subsurface Utility Engineering

6. Soils, Foundation & Materials Testing

___	6.01a	Soil Surveys
X	6.01b	Geological and Geophysical Studies
___	6.02	Bridge Foundation Studies
___	6.03	Hydraulic and Hydrological Studies (Soils and Foundation)
___	6.04a	Laboratory Materials Testing
___	6.04b	Field Testing of Roadway Construction Materials
X	6.05	Hazard Waste Site Assessment Studies

8. Construction

___	8.01	Construction Supervision

9. Erosion and Sedimentation Control

___	9.01	Erosion, Sedimentation, and Pollution Control and Comprehensive Monitoring Program
___	9.02	Rainfall and Runoff Reporting
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NAME AND ADDRESS	ISSUE DATE	DATE OF EXPIRATION
Gresham, Smith and Partners 2325 Lakeview Parkway, Suite 300 Alpharetta, GA 30009	9/10/14	8/31/17

SIGNATURE

Russell R McMurry

1. Transporation Planning

X	1.01	State Wide Systems Planning
X	1.02	Urban Area and Regional Transportation Planning
	1.03	Aviation Systems Planning
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	1.06	Unknown
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	1.06b	History
	1.06c	Air Studies
	1.06d	Noise Studies
X	1.06e	Ecology
	1.06f	Archaeology
	1.06g	Freshwater Aquatic Surveys
X	1.07	Attitude, Opinion and Community Value Studies
	1.08	Airport Master Planning
X	1.09	Location Studies
X	1.10	Traffic Studies
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	2.07	Mass Transit Electrical and Mechanical Systems
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3. Highway Design Roadway (Continued)

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NAME AND ADDRESS	ISSUE DATE	DATE OF EXPIRATION
Vision Engineering and Planning, LLC 217 Arrowhead Boulevard, Suite 26 Jonesboro, GA 30236	10/8/15	6/30/17

SIGNATURE

Glenn Bowman

1. Transporation Planning

X	1.01	State Wide Systems Planning
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C. Resources/Workload Capacity

1 Overall Resources

a) Organization Chart

The organization is structured to support the delivery of services to the traveler in GA on behalf of GDOT, ensuring that the TMC team has the tools they need to do their jobs effectively in partnership with the Department.

Our Program Manager, who is responsible for the delivery of statewide services, is supported by our Operations Managers in Atlanta and Macon, a Training Manager, and a Media/Outreach Manager as well as the TMC floor team and Traffic Specialists.

The Support Organization draws on the wider Serco Team with industry-leading expertise that is available to support the Program Manager. Additional resources from all team companies will be called on as needed based on the requirements of the contract.

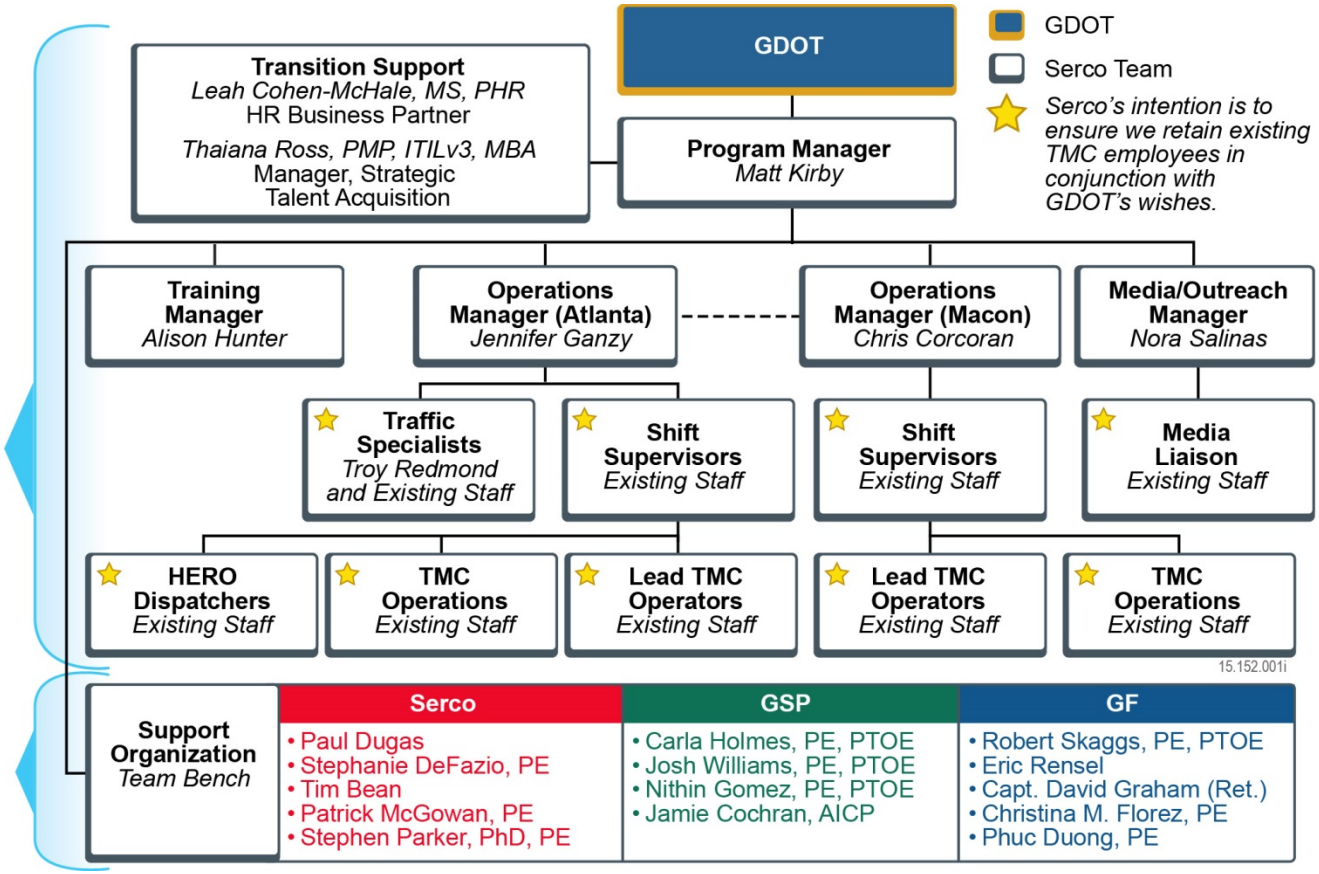

Figure 1. Serco's GDOT Leadership Organization Chart

We offer a dynamic leadership team ready to assume full accountability to meet all GDOT requirements.

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b) Primary Office

Our primary office in Georgia is Serco Inc., 400 Technology Court SE, Unit D, Smyrna, GA 30082. The office operates the flagship GDOT ITS Maintenance Contract, as well as our TMC operations contract with Alabama DOT. The office has approximately 10 staff focused on Finance, Performance Analytics, Network Operations, and an intimate knowledge of the NaviGAtor Network and infrastructure. To leverage synergies between ITS and TMC operations, the location will be used as the Program Management Office to oversee both ITS and TMC contracts, further develop our dashboard solution, and introduce ProgramVision to further enhance the visualization of KPIs and metrics. Serco will further increase device availability through mutual cooperation and understanding between Operations and Maintenance contracts. To further facilitate this, Serco will base one of our Network Operations Center team at the TMC on a part-time basis of 2 days per week. We believe this will assist TMC operators in their daily duties. In addition, we have significant highly qualified and experienced bench strength to call on from within Serco and our teaming partners.

c) Narrative on Additional Resource Areas and Ability

Troy Redmond—ITS Network Engineer III. 16 years' transportation experience (7 with GDOT). Helped implement and maintain ProgramVision for Virginia DOT reporting. For GDOT: major role in testing/implementing NaviGAtor II; produced reports for ITS performance and Highway Emergency Response; co-authored dashboard system requirements.
Paul Dugas. Senior computer engineer and software architect with an extensive background in ITS software, networks, and field devices including 14 years with Georgia NaviGAtor.
Stephanie DeFazio, PE. 20 years' engineering and management experience in Virginia local and state government contracts—primarily ITS design, integration, maintenance, and operations. Seven years on Georgia NaviGAtor projects.
Tim Bean, Electrical Engineer. 10 years' experience for ITS programs in Florida, Mississippi, and Virginia. Led technical advancement of ITS programs for multiple state DOTs. Expertise across video distribution systems, ATMS software, integration, and network communications across multiple platforms, as well as ITS field equipment.
Patrick McGowan, PE. 30 Year of experience in transportation including 24 years in ITS programs. Directly involved in over 50 ITS programs across the nation, most including ITS operations. Board member and/or technical expert to many ITS related policy organizations including ITS America, ITS World Congress and AASHTO National Operations Center of Excellence.
Stephen Parker, PhD, PE—Technical Director Performance Management. A recognized expert in modeling and simulation, systems engineering, and operations research leading our ProgramVision analysis and performance tool and our transportation operations modeling and predictive analytics effort.
Eric Rensel—National IM/EM Services Manager. 16 years' national- and international-level TIM experience, regional and local TIM Team facilitation, and TIM program evaluation/analysis. As a recognized national leader in TIM, he serves as the TIM Network Liaison for the National TIM Coalition.
Captain David Graham (Ret.)—Senior Transportation Operations Manager. 30+ years' experience in law enforcement, traffic safety, operations, and incident management.
Christina M. Florez, PE—ITS Principal Engineer. Extensive experience in ITS design, ITS subsystems including CCTV, DMS, VDS and ITS architectural plans, traffic analysis, and traffic operations studies.
Robert Skaggs, PE, PTOE—ITS Traffic Manager. Extensive experience of ITS design, ITS subsystems including CCTV, DMS, VDS, and ITS architectural plans and traffic signal design operations.
Phuc Duong, PE—Senior ITS/Traffic Engineer. Over 17 years of traffic engineering and ITS experience. He has prepared numerous traffic signal plans for intersections in Volusia, Hillsborough, Pinellas, Collier, and Lee Counties, Florida. He is currently Project Manager on a subconsultant task for a GDOT On-Call ITS contract, where he is overseeing the translation of stakeholder signal timing database files to the Intelight format. Mr. Duong recently served as Engineer of Record on the US 92 from Howard Street to Hillsborough/Polk County Line project in Hillsborough, FL, where he prepared signalization plans for six intersections.
Carla Holmes, PE, PTOE—Senior Transportation Engineer. 25 years' experience across project management, transportation planning, corridor studies, traffic operations, ITS, traffic incident management, traffic impact analyses and public involvement activities, and construction engineering and inspection.
Josh Williams, PE, PTOE—Senior Traffic Engineer. 18 years' experience in traffic signal design and ITS/ATMS design.
Jamie Cochran, AICP. 30 years' experience with community and transportation planning initiatives that blend land use and transportation considerations with city/regional planning, public management and finance, and citizen involvement.
Nithin Gomez, PE, PTOE. Engineering and planning with an emphasis on traffic analysis using Highway Capacity Software, Synchro, and Microsoft Excel for traffic impact analyses, VISSIM and CORSIM for developing traffic simulation models, and CUBE for conducting travel demand forecasting.

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2 Project Manager Commitment Table

Project Manager	PI/Project # for GDOT Projects/Name of Customer for Non-GDOT Projects	Role of PM on Project	Project Description	Current Phase of Project	Current Status of Project	Monthly Time Commitment in Hours
Matt Kirby	VDOT	Statewide Training Program	Introduce Standard Statewide training to all regions on project	Training developed – Regional Delivery has commenced	2 regions completed	30 hrs
Matt Kirby	VDOT	Statewide Documentation	Introduce Standard Statewide Documentation to all regions on project	Customer review – accepted latest revisions	Beginning release and delivery	30 hrs
Matt Kirby	VDOT	Regional TMC SME Support	SME support to TOC in improving their operation	Supporting region to improve TOC SLA performance	Currently developing an improvement plan for Control Room Operation	80 hrs
Matt Kirby	VDOT	Continuous Improvement	Focal point for all innovation and improvement	Member of the Improvement Board	Ongoing collection of ideas	15 hrs

Note – Per the RFP requirements, this table represents current project commitments. It is Serco's intention that, upon contract award, Mr. Kirby's time will be 100% dedicated to supporting GDOT.

3 Key Team Leader Project Commitment Table

Key Team Leader	PI/Project # for GDOT Projects/Name of Customer for Non-GDOT Projects	Role of Key Team Leader on Project	Project Description	Current Phase of Project	Current Status of Project	Monthly Time Commitment in Hours
Jennifer Ganzy	VDOT	TMC Operations Manager	Regional TMC operations management	Operational	Ongoing	160 hrs
Chris Corcoran	VDOT	TMC Operations Manager	Regional TMC operations management	Operational	Ongoing	160 hrs
Alison Hunter	General Accountability Office (GAO)	Project Manager	Training Design & Development	Training Design/ Development	2 Tasks; 1 is in Design and second is in development phase	25 hrs
Alison Hunter	Defense Logistics Agency (DLA)	Project Manager	Workforce Planning Support	Workforce Analysis & Planning System Support	Ongoing	65 hrs
Nora Salinas	VDOT	Stakeholder and Partnership Manager	Statewide TOC Operations, SSP, ITS Maintenance, Program Management, and General Support Services	Operational	Ongoing	30 hrs

Note – Per the RFP requirements, this table represents current project commitments. It is Serco's intention that, upon contract award, all Key Team Leaders' time will be 100% dedicated to supporting GDOT.

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