



GDOT GEORGIA COMMUTE OPTIONS PROGRAM

RFP# 484-112213

Submitted to:
Georgia Department of Transportation

Submitted by:
HNTB

November 22, 2013



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Mr. Kip Marshall, Project Manager
Office of Transportation Services Procurement
600 West Peachtree Street
19th Floor, Room 1955
Atlanta, GA 30308



RE: RFP# 484-112213 Georgia Commute Options Program

Dear Mr. Marshall:

Over the past 17 years, GDOT's Georgia Commute Options (GCO) program has made noticeable impacts throughout the state, changing the commuting habits of more than 85,000 people throughout the Atlanta, Rome and Macon regions. The GCO Program has continued to increase alternative commutes; however, in recent years, elements of the program have plateaued or decreased. GDOT now has an opportunity to reflect on these successes and select a team that will identify areas that can be improved to increase program awareness and participation.

HNTB Corporation is pleased to submit our proposal for your consideration for RFP# 484-112213: Georgia Commute Options Program. We have served as the prime consultant on multiple contracts for GDOT's Office of Planning and have demonstrated our commitment to GDOT by consistently providing thought leadership and quality work in a timely manner. Highlights of our approach to managing the Georgia Commute Options (GCO) program include:

1. **Allow GDOT to regain control of the GCO Program.** The HNTB Team has a long record of serving GDOT on complicated assignments and will align GDOT's image with the success of the program. We are GDOT's consultant and have the Department's best interest at heart. We will clearly define roles and responsibilities amongst the various stakeholders across the region.
2. **Provide thought leadership and lessons learned to improve areas where needed.** We will build on the successes of the current program and identify purpose-driven change opportunities and efficiencies to increase sustained participation in the GCO Program. We have assembled a best-in-class team with involvement in four of the top 10 vanpool programs across the country, including Seattle (#1), Houston (#3), San Diego (#4), and Atlanta (#8), as well as half of the country's registered TDM programs. This allows our team to bring best practices and lessons learned to the GCO Program, including knowledge of incentives and strategies that have resulted in increased and sustained participation in TDM programs.
3. **Use a performance-driven approach to take the GCO Program to the next level.** The HNTB Team not only has unparalleled program management experience and the capacity to deliver the GCO Program, but has a demonstrated track record of providing thought leadership to GDOT. Furthermore, we will deliver a performance-driven approach to managing GCO expenditures and efforts to maximize the return on effort (i.e. increase program participation). We will measure the effectiveness of how we are investing GCO funds and will redirect money to other areas if deemed appropriate. For instance, with the advent of technology over recent years, including mobile apps and social media, our team proposes to focus advertising efforts predominantly, but not entirely, on digital media resulting in a higher capture rate and lower cost.

Furthermore, the HNTB Team has demonstrated experience in seamlessly transitioning large-scale programs. Our entire management team is located in the Atlanta region and has relationships with the Transportation Demand Management (TDM) community, as well as large employers, that will provide a seamless transition and help expand the program. We have seamlessly transitioned other TDM programs across the country, including South Florida and Houston, and have already begun developing a transition plan for GDOT's GCO Program.

Having successfully run both public and private large organizations, **our Atlanta-based Program Manager, Jeffrey Parker**, brings an entrepreneurial zeal to the program that will help take it to the next level. Jeffrey's ability to "think big" and "connect the dots" will enable our team to identify opportunities and deliver solutions that align with GDOT's goals and interests. Jeffrey's leadership will ensure a streamlined team known only as GCO staff.

HNTB's Atlanta office will serve as prime for the GCO contract and has assembled a team of TDM experts to deliver the GCO Program successfully to GDOT. The following subconsultants, largely based out of Atlanta, make up our team:

- **2Plus, Inc.** - Major TDM partner leading transition plan and supporting employer services.
- **Center for Urban Transportation Research (CUTR) at University of South Florida** - Transition plan support; share national best practices.
- **Morrison Agency** - Advertising, including app development and social media
- **Ideas United, Inc.** - Advertising and instructional videos
- **Lattimer Communications** - DBE - Media planning and buying and marketing support
- **International Language Solutions** - DBE - Spanish translation

The HNTB Team is the ideal choice to support GDOT on this exciting contract. Our team members have the qualifications, experience and local availability to successfully complete the wide range of services necessary to implement and enhance the program. We thank you for this opportunity to present our proposal, and look forward to your favorable consideration for this very important and exciting contract.

Should you have any questions, please do not hesitate to contact me at 404.946.5702 or via email at jeparker@hntb.com.

Sincerely,

HNTB Corporation
Core Management Team



Jeffrey Parker
Program Manager



Cara Hodgson
Awareness/
Communications
Lead



Ron Roberts
Implementation/
Operations Lead



Sean Saffle
Sales/Outreach
Lead



Kimberly Hudgins
Sales/Outreach
Co-Lead/Employer
Advisory Council Lead

Transmittal Letter
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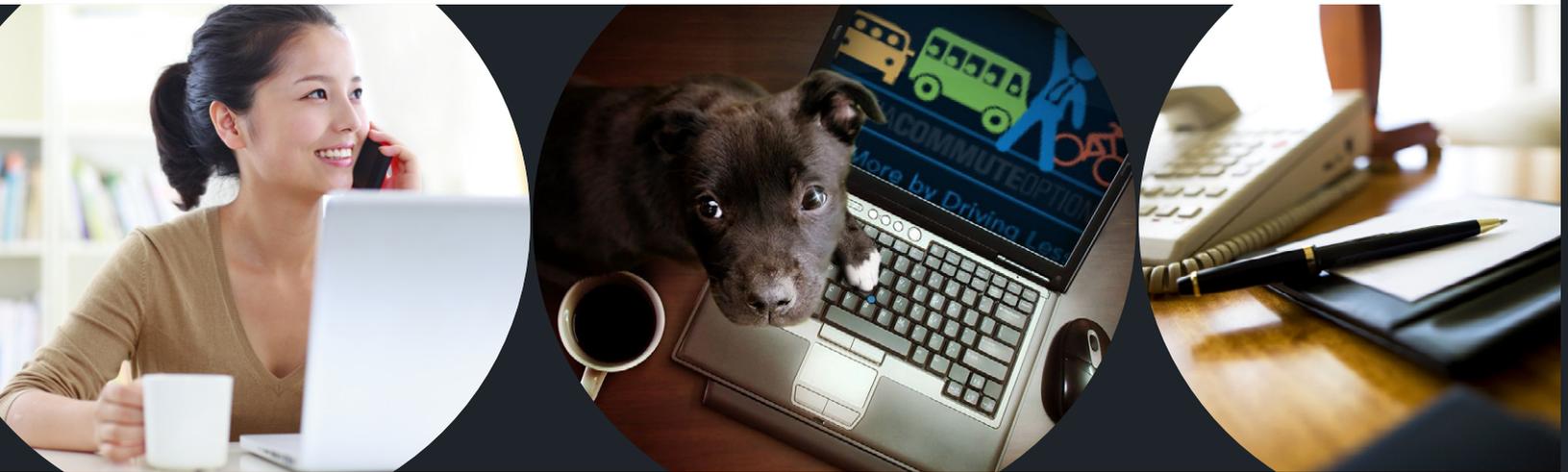
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A. DESCRIPTION OF THE FIRM



A. DESCRIPTION OF THE FIRM

A1. IDENTITY

A. Company Name



Parent Company: HNTB Corporation,
715 Kirk Drive, Kansas City, MO 64105,
Phone: 816.472.1201, Fax: 816.472.4060,
www.hntb.com

Atlanta Branch Office: HNTB Corporation, 3715 Northside Parkway, NW, 200 Northcreek, Suite 800, Atlanta, GA 30327, Phone: 404.946.5700, Fax: 404.841.2820, www.hntb.com

Primary Proposing Contact

Jeffrey Parker, Program Manager
Atlanta Branch Office, Phone: 404.946.5702
Fax: 404.841.2820, jeparker@hntb.com

Overview of the Firm

HNTB Corporation is an employee-owned infrastructure solutions firm serving public and private owners and construction contractors. With nearly a century of service, HNTB understands the lifecycle of infrastructure and addresses clients' most complex technical, financial and operational challenges. Professionals nationwide deliver a full range of infrastructure-related services, including award-winning planning, design, program delivery and construction management.

Contracts

Within the last 12 months, HNTB has entered into 3,206 contracts with a total value of \$1,115,888,875.

B. Managing Office

HNTB will manage all services in support of the Georgia Commute Options Contract for GDOT from an office suite dedicated to the Georgia Commute Options Program located within HNTB's Atlanta office complex. This office is located seven miles from GDOT's offices at One Georgia Center, which allows our staff to respond at a moment's notice. Our office and those of our team members, are centrally-located in the heart of Atlanta's non-attainment area, allowing us to easily reach the residents and businesses within the area.



C. Form of Ownership

HNTB Corporation is a wholly-owned subsidiary of HNTB Holdings Ltd. HNTB Holdings Ltd.'s address is 715 Kirk Drive, Kansas City, MO 64105 and has been in business nearly 100 years. HNTB Corporation was incorporated as a sub-chapter S-corporation in 1993 in the State of Delaware.

A2. HISTORY, GROWTH AND RESOURCES

A. HNTB History and Growth

On January 14, 2014, HNTB will celebrate its 100-year anniversary. With its origins as a consulting engineering firm designing bridges for the rapidly-growing railroad industry, the firm has grown into a diverse company that employs more than 3,500 professionals in more than 60 offices across the country. The Atlanta Office was established in 1968 and has a long history of planning, designing and managing some of the region's most complex and important transportation projects and assets. This includes major projects for GDOT such as the development and updating of the nation's first regional managed lane system plan and the Northwest Corridor Project.



Subconsultants



2Plus, Inc. was founded as a TDM organization in 1995. Their mission is to promote ridesharing and associated services which reduce traffic congestion and harmful emissions. In 2000, 2Plus began offering operational services across the US and has since operated vanpool programs in Connecticut, North Carolina and Texas. As a TDM management, operations, research and marketing team, 2Plus provides a full staff of professionals in all areas of TDM. 2Plus has led much of what is considered to be state-of-the-art or "best practices" in national TDM and research marketing environments.



Center for Urban Transportation Research (CUTR) is part of the University of South Florida's (USF) College of Engineering and was established in 1988. CUTR's TDM program is the most wide-ranging in the country, and its diverse research portfolio ranges from guidance for integrating TDM to development of sophisticated, but easy-to-use tools for estimating societal cost/benefit of TDM. Their technical assistance efforts include Best Workplaces for CommutersSM, and their 2,200+ member TRANSP-TDM listserv fosters timely peer interaction. The TDM team's real world experience includes actively managing a transportation management association in Tampa, conducting targeted bicycle and pedestrian safety educational programs, and working with local schools under the Safe Routes to School program. Finally, the Commuter Choice Certificate, led by CUTR, initiated nearly 20 years ago, is the country's only continuous running training program for TDM professionals.

A. DESCRIPTION OF THE FIRM



Ideas United (IU) was started in 2001 by four Emory University students and is a marketing and production company that cultivates the world's largest campus marketing network. As part of its marketing and production experience, IU is experienced in promotional tours, film festivals, video competitions and campaigns; as well as educational programming. IU is experienced in behavioral change solutions and is headquartered in Decatur, GA with a satellite office in Los Angeles, CA.



The Morrison Agency is an independent, privately owned, full-service advertising and marketing communications firm. Morrison is incorporated in the state of Georgia and headquartered in Atlanta with 20 full-time employees. From 2000-2003, Morrison led the development of every major aspect of the communications program that is still in use today under the current GCO Program. Morrison's talent, expertise and credentials in TDM advertising rival the largest agencies in the world.



Lattimer Communications is a full-service advertising and PR agency specializing in creating strategically sound and innovative marketing communications programs targeting multicultural audiences. Numerous results-oriented campaigns have been developed to address diverse audiences. Their proven ability to design and implement successful targeted communication programs and exceed client expectations has earned them a reputation as a valued client partner. Lattimer Communications is one of the few **100% minority and female-owned** agencies in Atlanta with the depth of national and regional brand experience, having developed successful programs for Fortune 500 companies, small business and non-profits.

International Language Services, LLC is a **DBE** partner that provides interpretation and translation services in Atlanta. The company is owned and operated by certified interpreters and translators.



B. HNTB Personnel and Non-Personnel Resources

Personnel Resources

Under the leadership of the firm's Chief Executive Officer, who resides in Atlanta, HNTB has grown to 70 professionals located in our Atlanta, GA office, consisting of transportation and environmental planners, communications personnel, roadway and structural engineers, architects, transit and TDM specialists. The Atlanta office is part of the Southeast Division of HNTB, which consists of more than 600 personnel.

We have staff located in our Arlington, VA office who have worked on similar TDM projects in the past and will support our Atlanta office staff for this project. A breakdown of personnel by classification for the Atlanta office is shown in the next column.

CLASSIFICATION	TOTAL # OF EMPLOYEES
Executive	1
Office and Clerical	4
Managers	6
Project Managers	11
Planners	18
Engineers	23
Technicians	7
TOTAL	70

Non-Personnel Resources

HNTB leverages technology to enhance employee productivity. HNTB uses voice over IP teleconferencing capabilities combined with video conferencing to efficiently connect staff throughout the country to work collaboratively. Staff is able to connect through desktop voice and video equipment, not only between offices but by connecting to laptop computers. This technology is being used not only for the obvious productivity gains, but to encourage an effective telework program in Atlanta and other offices in the firm.

In addition to voice and video conferencing capabilities, HNTB staff routinely use Bridgit (an internal desktop sharing software) and Webex to facilitate effective and collaborative meetings remotely. Our Incubation Center, based in Kansas City, brings a pioneering spirit to our technology practice, where we develop innovative products and services that support the full lifecycle of infrastructure projects, from design and planning to construction, operations and beyond.

C. Financial Information

In nearly 100 years of operation, we have never ended a year in deficit. HNTB has a \$20 million revolving credit facility on which \$0 is currently borrowed. This credit facility is not the personal liability of any officer or employee of HNTB. HNTB is not a publicly held company, so we encourage you to contact our bank references, shown below, for any further desired information.

Main Banking Reference

Commerce Bank, NA, 1000 Walnut Street
PO Box 419248, Kansas City, MO 64141
Mr. Tracy R. Lind, Phone: 816.234.2494

Financial References

Shook, Hardy & Bacon, PC (law firm)
2555 Grand Boulevard, Kansas City, MO 64108
Mr. George Wolf, Phone: 816.474.6550

Ernst & Young (Accountants)

One Kansas City Place, 1200 Main Street, Suite 2000
Kansas City, MO 64105
Ms. Tammy Wahaus, Phone: 816.480.5105

As demonstrated in the table below, HNTB has remained a strong and growing firm over the years and is able to handle projects of similar size scope as the GCO Program.

YEAR	FIRMWIDE REVENUE	YEAR	FIRMWIDE REVENUE
2012	\$912,000,000	2009	\$756,000,000
2011	\$925,000,000	2008	\$692,000,000
2010	\$980,000,000		

D. Statement of Disclosure

HNTB Corporation and all our subconsultants acknowledge that there are no potential legal or otherwise significant conflicts of interest possibly created by our firm being considered in the selection process or contract.

A3. RELEVANT EXPERIENCE

A. TDM Experience

HNTB and our team members have a wealth of national TDM experience and are dominant in the Southeast as illustrated in the map on the following page.

HNTB's TDM experts, Sean Saffle and Larry Marcus, have each managed large TDM programs implementing innovative solutions to battle congestion throughout the Southeast, including Sean's early involvement in the GCO Program. HNTB's Ron Roberts managed Douglas County's vanpool program here in the Atlanta region. HNTB's Commuter Services Campaign Market Analysis in Jacksonville, FL identified the most viable markets for commuter service campaigns based on travel data. Jeffrey Parker provided oversight on the Connecticut Statewide Ridesharing TDM program that was run by our partner, **2Plus**. 2Plus has solely focused on TDM for the past 18 years and is recognized for their "best practices" in today's TDM and research marketing environments. Our other TDM partner, **CUTR**, is leading the effort to evaluate six TDM programs in Florida and brings innovative tools to their TDM evaluations. One of these tools, CUTR's TRIMMS™ software, estimates a full range of societal costs/benefits of TDM. Another tool, TRAC-IT, incorporates several of CUTR's patented technologies in a global positioning system-enabled mobile phone application that allows for multi-modal tracking of commuters to provide data by day of week, time of day, route and speed for TDM analysis.

The HNTB Team has served in numerous roles similar to this contract. The relevant project experience matrix on the following page encapsulates our team's ability to deliver the scope of services outlined in the RFP. Below are case studies demonstrating individual TDM experience of HNTB employees. Additionally, detailed descriptions for three of our team's projects can be found in Section 3B.

Personnel Case Study #1

CommuteSmart Birmingham, AL

One of the biggest challenges to carpools is getting them to add a third or fourth person. In 2008, **Sean Saffle** created the "GetGreen" program which converted 1,172 commuters from a single occupancy vehicle (SOV) to an approved clean commute mode. This program reduced

352,929 vehicle miles from the region's road system. These numbers were acquired by commuters submitting their monthly mode tracking logs during their 90-day enrollment period. The program offered each carpooler who completed 20 commutes in a three-month period a \$25 gas card, where previously they had to split the incentive making the decision to include a third or fourth rider easier. The program's cost for the year was \$45,058, which is an average of \$81.82 per participant.

The ability to track the program was critical to its success, and necessary software updates that would make tracking the program easier were still being developed. In the interim, and with assistance from the experts at **CUTR** including **Phil Winters**, Sean developed a Vehicle Mile Reduction (VMR) tracking spreadsheet, that allowed him to accurately quantify the new incentive program's impact. **Thousands of dollars and hundreds of hours were saved annually with what began as an 'interim' software patch.** When the new software was available online, the data was ready to load. The hours of staff time saved on hand tracking were redirected into outreach and other TDM program expansion efforts that paid off.

Sean will be leading sales outreach efforts and will serve as the telework specialist.

Relevance to the GCO Program:

The ability to develop simple solutions to complex problems will prove valuable to the GCO Program.

Personnel Case Study #2

Virginia Megaprojects Transportation Plan

Larry Marcus, AICP, with HNTB, led the development of a \$100 million program by creating multi-jurisdictional committees, planning and implementing a variety of TDM strategies, and measuring the success of the program via a variety of performance measures. He successfully supervised staff that conducted community and regional communication outreach, marketed site-specific TDM programs to targeted large-scale employers, provided vanpool incentives to commuters in the work zone corridors, operated express and circulator bus service, and facilitated senior transportation officials' steering committees to manage public funds.

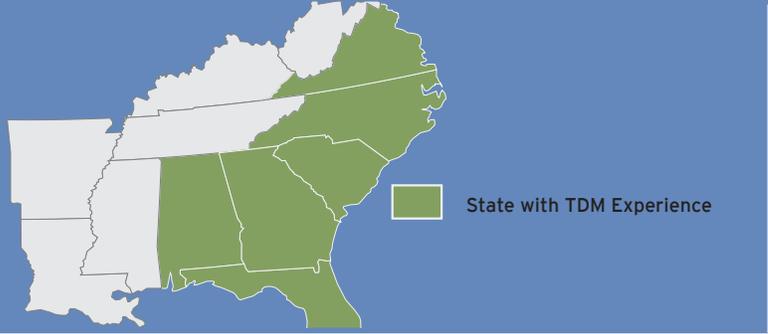
The result was a well-orchestrated program that minimized congestion, maximized safety, provided alternatives to the single occupant vehicle, and received minimal complaints during construction of one of the largest projects in the country.

Larry will serve as a technical advisor on the transition team.

Relevance to the GCO Program:

Ability to leverage past program successes and bring best practices from a similar highly-congested area to the GCO Program.

HNTB TEAM'S DEPTH OF EXPERIENCE AGAINST SCOPE CATEGORIES



	# OF PERSONS SERVED	SCOPE OF ACTIVITIES AND SPECIFIC ACTIONS PERFORMED										
		VANPOOL	CARPOOL	TELECOMMUTE	PROGRAM MANAGEMENT	EDUCATION, OUTREACH & TRAINING	IMPLEMENTATION	EMPLOYER SERVICES	ADVERTISING/MARKETING	FOLLOW-UP	RIDEMATCHING	REPORTING
Clean Air Campaign Program, GDOT, Statewide, GA (2000-2003)	6.1M	✓	✓	✓					✓			
Southern Connecticut Vanpool Program, CDOT, Various Locations, CT	1.7M	✓			✓	✓	✓	✓	✓	✓	✓	
Houston METRO Vanpool Program Regional Fleet Integration and Administration, METRO, Harris County, TX	6.2M	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
H-GAC Telework Program, HGAC, Houston, TX	5.1M			✓		✓		✓				
Puget Sound Vanpool Market Study Market Action Plan (MAP), WSDOT	4.3M	✓	✓									
South Florida Commuter Services and Vanpool Programs, FDOT	5.5M	✓	✓			✓						
Commuter Services Campaign Market Analysis under Congestion Management Plan, Jacksonville, FL	837K	✓	✓	✓		✓						
Statewide Commuter Services, Research and Outreach, CDOT	3.5M	✓	✓	✓		✓		✓				
Florida Commuter Assistance Program Evaluation, FDOT	N/A	✓	✓		✓			✓		✓	✓	✓
Best Workplaces for Commuters, USDOT and FDOT	1,000							✓		✓		✓
Lowcountry Council of Governments - Pilot Vanpool Program, Lowcountry Council of Governments - Beaufort/Hilton Head, SC	650K	✓			✓	✓	✓	✓			✓	✓
New North Transportation Alliance, FDOT, City of Tampa, FL	75K	✓	✓	✓	✓		✓	✓	✓		✓	✓
North Carolina Rural Vanpool Project, NCDOT Statewide, NC	9.7M	✓			✓	✓	✓	✓	✓	✓	✓	✓
Jobs Access Reverse Commuter Vanpool Management - Colorado Valley, TX	130K	✓			✓	✓	✓	✓	✓	✓	✓	✓
Measuring the Impacts of Employer-Based TDM Strategies on Transportation System Performance, WSDOT	N/A	✓	✓	✓				✓		✓		✓
Improving Cost Effectiveness of Financial Incentives in Managing TDM, USDOT and FDOT	N/A	✓	✓				✓		✓	✓		
Integrating Transportation Demand Management into the Planning and Development Process: A Guidebook of Best Practices for Cities, SANDAG, San Diego, CA	N/A	✓	✓	✓								
Estimating Costs and Benefits of Emissions Reduction Strategies for Transit by Extending the TRIMMS Model, USDOT and FDOT	N/A	✓	✓	✓								✓
Alexandria TDM Market Study, Alexandria, VA	145K	✓	✓			✓						
Coastal Georgia Regional Development Center Vanpool Feasibility Study, Coastal Georgia RDC - Brunswick, GA	650K	✓			✓	✓	✓	✓			✓	✓
National TDM and Telework Clearinghouse, USDOT and FDOT	3,000	✓	✓	✓	✓	✓		✓	✓			✓
Florida Commuter Choice Certificate, FDOT	500	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Florida Statewide TDM Clearinghouse, FDOT	100	✓	✓	✓		✓		✓	✓			✓
Metropolitan Washington Council of Governments TDM Evaluation	N/A	✓	✓					✓		✓		✓
Development of an NTD Tool for Vanpool Services, USDOT and FDOT	N/A	✓										✓
Developing a Technique that Predicts the Impacts of TDM on a Transportation System, USDOT and FDOT	N/A	✓	✓	✓								✓

Personnel Case Study #3

Douglas County, GA Vanpool Program

Ron Roberts, AICP, recently joined HNTB's Atlanta office from the Douglas County Rideshare program. Douglas County Rideshare continues to be the most consistent program in the region, despite geographical limitations. Ron was able to step in and weather dramatic downturns in vanpools usage and still grow ridership to 37% of all vanpoolers in the Atlanta metro region through these policy enhancements:

- **Fare structure and cost control is maintained at sustainable levels to negate impacts from uncontrolled market forces, such as fuel prices.** The program developed 'zone fares' that helped to control costs for vanpools. Cost is not the ONLY factor for vanpool success, but it is important as it helps with consistency.
- **Policy changes, however slight, can also make a huge difference.** Douglas County drivers do not pay a fare and there is an assistant driver on each route as a

backup. This model has proved successful in a number of programs nationwide.

- **Top quality customer service is important.** Ensuring that commuters are in the Guaranteed Ride Home (GRH) program and registered for when they need it. The GRH is the best return on investment for any vanpool program.
- **Facilities and services play an important role.** All park and ride locations need to be safe, convenient locations for commuters to meet. Proper lighting, cameras, patrols, panic buttons and fencing are elements that exude safety and deter crime.

Ron will lead the Operations/Implementation unit and serve as the vanpool specialist.

Relevance to the GCO Program:

Our GCO Team will look at subsidies, policy measures, shared fuel and preventative maintenance opportunities to keep vanpool options financially attractive for commuters.

3B. SIMILAR TDM/COMMUTE OPTIONS EXPERIENCE

Description of Services

2Plus, committed to research and development for new, innovative and cost-effective products, services and strategies, had a multi-year contract with the Connecticut Department of Transportation (ConnDOT) under the direction of proposed Program Manager Jeffrey Parker. The purpose of this contract was to promote statewide TDM efforts, including outreach efforts for vanpools, carpools, transit, telework and rail commute modes throughout Connecticut.

In this project, 2Plus partnered with a myriad of statewide TDM operators and advertisers, including bus and vanpool providers, and local TDM agencies tasked with promoting TDM in their geographic areas. In addition to the marketing of TDM services, 2Plus conducted a number of research studies to measure awareness levels of TDM service offerings for rail, bus, vanpool, Commuter Choice and other ConnDOT sponsored services.

RELEVANCE TO GDOT

✓	Telecommuting
✓	Carpooling
✓	Vanpooling
✓	Marketing/Advertising
✓	Employer Services/Outreach
✓	Program Administration

PROJECT NAME:

Connecticut Statewide Ridesharing

FIRM:

2Plus, Inc.

LOCATION:

Statewide, CT

CLIENT NAME:

Connecticut Department of Transportation

CLIENT CONTACT INFORMATION:

2800 Berlin Turnpike
PO Box 317546
Newington, CT 06131
Michael Sanders, Public Transit
Administrator
Phone: 860.594.2830

DATE OF SERVICES:

1995 - 2009

PRIME OR SUB:

Prime



Successes Achieved by Firm

- Increased ridematching database
- Increased Commuter Choice participation
- Lowered marketing costs
- Enhanced the image of TDM statewide
- Set a new standard for statewide collaboration efforts

Client Stated Satisfaction

"2Plus has proven to be a good partner with us. They have worked cooperatively with a number of state and regional TDM promoters, as well as transit and vanpooling providers."

- Michael Sanders, Transit Administrator,
Connecticut DOT

#1

#2

PROJECT NAME:

Houston METRO Vanpool Project

FIRM:

2Plus, Inc.

LOCATION:

Houston, TX

CLIENT NAME:

METRO Transit - Houston

CLIENT CONTACT INFORMATION:

1900 Main Street
 P.O. Box 61429
 Houston, TX 77208-1429
 David McMaster, Director Commuter Services
 Phone: 713.739.3895

DATE OF SERVICES:

2007 - Present

PRIME OR SUB:

Prime

Description of Services

2Plus was hired to operate the Houston METRO area vanpool program and was tasked with combining the previous METROVan and MiniPool van programs into one combined program. 2Plus created and branded the name STAR and its partner contractors were responsible for vehicle wrapping, radio, TV, billboard, Facebook, Twitter and other associated advertisements. 2Plus conducted direct home based marketing to consumers and direct business to business marketing through its existing TDM contact center resources to promote the STAR brand.

Client Stated Satisfaction

“I feel 2Plus has added positive value to the vanpool foundation we had in the Houston region prior to their first contract. They have brought us new customer service and outreach tools and approaches that are proving successful and have helped us to build greater awareness of a much more visible and viable transportation service. I have found them to be responsive to our project management and contract administration expectations and requirements. In addition to performing the work assigned to them well, they are a valued counsel to our agency on TDM matters.”

- David McMaster, Director, Commuter Services, METRO Transit – Houston

RELEVANCE TO GDOT

✓	Vanpooling
✓	Marketing/Advertising
✓	Employer Services/Outreach
✓	Program Administration

Successes Achieved by Firm

- Increased vanpooling
- Lowered program costs
- Increased the ridematching database by 24,000
- Branded vanpooling as a service of METRO, where it was previously invisible to the commuting public
- Increased program visibility through regional branding

#3

PROJECT NAME:

Commuter Services Campaign Market Analysis

FIRM:

HNTB Corporation

LOCATION:

Jacksonville, FL

CLIENT NAME:

North Florida TPO

CLIENT CONTACT INFORMATION:

1022 Prudential Drive
 Jacksonville, FL 32207
 Marci Larson
 Phone: 904.306.7513

DATE OF SERVICES:

2009 - 2012

PRIME OR SUB:

Prime

Description of Services

The North Florida TPO is developing a Rideshare Campaign to reduce SOV commuter congestion and travel in highly congested areas. An assessment of potential markets for enhancing the Cool-to-Pool program was performed as part of the Congestion Management Plan (CMP). The following analysis was performed:

- Reviewed congestion “hot-spots”
- Assessed the commute patterns for large employers
- Evaluated the ability to geographically concentrate media and communications efforts in a cost-effective manner
- Identified push/pull communications strategies targeting commuters and employers
- Oversaw the development of the targeted communications campaign as a result of the market analysis

RELEVANCE TO GDOT

✓	Carpooling
✓	Vanpooling
✓	Marketing/Advertising
✓	Employer Services/Outreach

Successes Achieved by Firm

- Identified the most viable markets for commuter service campaigns based on travel data

Client Stated Satisfaction

“By honoring timelines and following client direction coupled with your input is a hallmark of our relationship with HNTB...I have always appreciated the very strategic approach you have to our agenda.”

-Marci Larson, Public Affairs Manager, North Florida TPO



B. EXPERIENCE AND RESUMES OF KEY STAFF



B. EXPERIENCE AND RESUMES OF KEY STAFF

CORE MANAGEMENT TEAM

The key to success on any project is the caliber of personnel assigned to lead and perform the work. HNTB is committed to, and has built a reputation for, attracting this high-caliber personnel. HNTB proposes a team with extensive TDM and GDOT experience. **Jeffrey Parker** is the HNTB Team's Program Manager and brings the best of both worlds to this important assignment - having worked in both the public and private sectors, he understands how to deliver the goals for the public sector and knows how to keep the private sector engaged. Jeffrey has a long history of managing and overseeing major transportation programs and initiatives, both in the public and private sector. As Connecticut's former Commissioner of Transportation, he worked hard to ensure that commuters throughout the state utilized a variety of transportation alternatives. His agency effectively used regional TDM programs in three metro areas to encourage vanpools, ridesharing and transit usage. While Jeffrey has worked in similar roles throughout the country, he has lived in metro Atlanta for the past seven years and consistently uses carpooling and telecommuting as an effective means of alternative commute options.

Sean Saffle and **Kimberly Hudgins** will co-lead the Sales/ Outreach portion of this contract. Sean's previous experience working for the Clean Air Campaign (precursor to GCO), as well as three other TDM programs and a TMA, will facilitate a seamless transition for the HNTB Team. Kimberly brings strong relationships with large employers and chambers of commerce throughout metro Atlanta and Macon to assist with increasing participation in the Program. **Ron Roberts, AICP** is well-respected in the Atlanta TDM community and will assist with fostering collaboration among regional partners. He brings his understanding of day-to-day operations of TDM programs in Atlanta and will leverage his lessons learned throughout the region on the GCO Program. **Cara Hodgson** is our Awareness/Communications Lead. As former MARTA deputy spokesman, Cara will leverage her established relationships with the media to promote the GCO Program and GDOT.

As outlined on the organization chart on the following page and demonstrated in the resumes within this section, we have assembled an Atlanta-based core management team, coupled with national TDM experts to successfully manage this program.

SUBCONSULTANT TEAM

HNTB's Atlanta office will be the prime consultant for the GCO contract. Our "best-in-class" team will deliver the GCO Program successfully to GDOT and take it to the next level. The following, largely Atlanta-based subconsultants, round out our team:

- **2Plus, Inc.** - 2Plus is a 100% TDM company with national experts, Byron York and Dr. Travis Bradshaw, serving as our major TDM partner. 2Plus has been involved in TDM programs in almost half the states in the US that have

registered programs, many of which are in the top 10. 2Plus will not only assist with the transition plan, but will also be relocating staff to Macon and Rome to lead employer services, outreach and education efforts and program follow-up in those regions. Furthermore, they will relocate staff to Atlanta to support the HNTB employer outreach/sales team.

- **Center for Urban Transportation Research (CUTR) at University of South Florida** - Phil Winters with CUTR is a national TDM expert known to many in the TDM industry and will assist with the transition plan, as well as share best practices based on his administration of the national TDM list serve with a circulation of 2,200 TDM practitioners in the country. CUTR will also assist with performance measurement, education, and training efforts.
- **The Morrison Agency** - Atlanta-based advertising firm, The Morrison Agency, brings intimate knowledge of the GCO Program having served as the advertising agency for the Clean Air Campaign program during the early years of the program. To complement the institutional knowledge while also bringing a fresh approach, Jeremy Heilpern, The Morrison Agency's chief digital officer, will lead the technology team focusing on digital advertising efforts to help take the GCO Program to the next level.
- **Ideas United, LLC** - Atlanta-based production and marketing firm, Ideas United, will support advertising efforts with high quality, low-cost, video advertising solutions and promotional event coverage.
- **Lattimer Communications** - Atlanta-based DBE, Lattimer Communications, is a prestigious advertising and marketing firm that will lead all media planning and buying and will support multi-cultural advertising, marketing, event planning and Clean Air School Pool efforts.
- **International Language Solutions** - Atlanta-based DBE, International Language Solutions, will be providing Spanish translation services for marketing and advertising materials.

Furthermore, HNTB is committed to helping GDOT meet its DBE goals by not only utilizing Lattimer Communications and International Language Solutions, both Atlanta-based DBE firms on our team, but by also committing to using any of the six reproduction service companies registered as GDOT DBEs in the Atlanta region for all printing services.

TECHNICAL ADVISOR/TRANSITION TEAM

A key to successfully managing this program will be a smooth, effective transition. Our approach is to utilize a strong interdisciplinary team to augment our management staff, to facilitate the transition. Once a successful transition has been achieved, this team will focus on providing technical oversight throughout the project. We will utilize our national expertise and experience and work collaboratively with GDOT and current GCO Program staff during all phases of the transition. By utilizing a comprehensive transition plan that is already in development, the team will ensure a seamless transition - one where current participants won't even know a transition is in place.

B. EXPERIENCE AND RESUMES OF KEY STAFF



LEGEND

CUTR = Center for Urban Transportation Research LC = Lattimer Communications
IU - Ideas United ILS = International Language Solutions

All employees are HNTB unless otherwise noted.

B1. PROJECT MANAGER

Jeffrey Parker | *Program Manager*

TITLE: Vice President

FIRM: HNTB Corporation

EDUCATION: Credits towards Transportation Planning Masters Degree, Northeastern University BS, 1989, Computer Science, Northeastern University

PROFESSIONAL AFFILIATIONS:

Greater North Fulton Chamber of Commerce Board (2012 to Present);

American Public Transportation Association (APTA) Rail Standards Committee member; American Association of State Highway and Transportation Officials (AASHTO) Board of Directors (2010 - 2011); State of Connecticut Transportation Strategy Board (2010-2011)

YEARS OF EXPERIENCE: 25

Jeffrey is a seasoned transportation professional that has called metro Atlanta home since 2006. He has a long history of working successfully in both the public and private sectors. This balanced professional career has enabled him to not only understand and organize around what public sector client's value and need, but leverage his business acumen to build effective and efficient organizations. In his current leadership role at HNTB, Jeffrey focuses on developing a strategic vision for the Atlanta office, strengthening relationships with current and future clients and helping the office leadership team better understand the needs of their clients. He focuses on building strong relationships with the Atlanta business community, transportation community and various elected officials.

He also works closely with the office leadership team to monitor that performance metrics that he has developed are met. Both these and other efforts have allowed the Atlanta office to expand its services and client bases. While at HNTB, and throughout his career, Jeffrey has built and leveraged strong relationships with key stakeholders to advance some of the most important transportation programs, both in metro Atlanta and throughout the country.

Jeffrey has more than 23 years of experience working at major multi-modal transportation agencies including serving as Commissioner of ConnDOT. Appointed by Governor M. Jodi Rell to oversee the State of Connecticut's public transportation, highway, bridge, aviation and port operations, he was responsible for state-owned highways, bridges and ports, Bradley International Airport, Metro-North Railroad New Haven Line, Shore Line East Railroad, Connecticut Transit and ferries. Through effective consensus building and development of political and professional relationships, he oversaw the state's \$1 billion annual capital program and led efforts to reach a balance between investment in highway and transit expansion with programs, such as the New Haven Rail Yard Modernization, New Haven Hartford Busway, M-8 Rail Cars, Statewide Bus Modernization and the I-95 Q Bridge Corridor. During his tenure at ConnDOT, he focused on a variety of projects and programs to reduce highway congestion and improve air quality. While many of these focused on improving transit services and expanding transit ridership, under his leadership, ConnDOT studied and considered consolidation of several regionally focused TDM contracts. These efforts have led to the successful consolidation of three contracts into a single, statewide TDM contract.

Prior to ConnDOT, Jeffrey undertook major programs to enhance and modernize service delivery and the infrastructure of two of the country's largest multi-modal transit agencies: the Metropolitan Atlanta Rapid Transit Authority (MARTA) and the Massachusetts Bay Transportation Authority (MBTA). As senior director of transportation operations at MARTA, Jeff worked closely with elected officials and regional transportation agencies to further MARTA's role as the premiere regional transportation provider in metropolitan Atlanta. He provided executive leadership on MARTA's regional transportation initiatives and worked closely with other members of the executive management team to manage all operational aspects, including long-term strategic planning, service coordination, expansion projects and capital reinvestment.

Throughout his career, Jeffrey has recognized that solutions need to fit the context of the region. Clearly, in metro Atlanta, the transit-centric focus on reducing congestion that was successful in Connecticut must be refocused on improving teleworking, ridesharing and vanpooling options.

Since joining HNTB, Jeffrey has served as principal-in-charge or project manager on the Columbus to Atlanta High Speed Rail Feasibility Study and Atlanta-to-Charlotte Tier 1 EIS.



B2D* - Experience Responding to Challenging Technical Issues

"Building support and consensus around major transportation initiatives can be a challenge. Nothing works better than face-to-face communication to understand stakeholder needs and concerns when change is on the horizon. Whether building consensus around a major transportation project in Connecticut or working hard to convince a major employer to support telecommuting programs, my team and I will focus on upfront and personal communications around positive solutions."

Value to GCO Program:

- Established relationships in the Atlanta business community will assist with increasing participation in the GCO Program.
- Significant experience running large public and private organizations provides a solid understanding of what motivates employees and how to develop win-win solutions.
- Possesses a wide variety of transportation management skills, including operations, negotiations, legislative affairs, regional transit development, and program, contract and performance management.

* This is in response to RFP item B2D

B. EXPERIENCE AND RESUMES OF KEY STAFF

B2D* - Experience Responding to Challenging Technical Issues

“Throughout my career, I have strived to maximize my clients’ TDM programs and needs, but also being fiscally conscious. In Birmingham, we saved thousands of dollars and hundreds of hours annually by creating our own software patch (with help from CUTR). The hours we saved were redirected into outreach and other TDM program expansion efforts that really paid off for our program.”



Value to GCO Program

- Previously worked for the Clean Air Campaign (precursor to GCO) while at URS, which will assist with a seamless transition.
- Experience as executive director of the PTSC provides a TMA perspective, as well as established relationships with the TMA community in Atlanta that will foster collaboration.

B2D* - Experience Responding to Challenging Technical Issues

“Handwritten log sheets are prone to human error, and Douglas County had been using this system for 26 years. In six months, my staff and I were able to load all 65 routes and 520 commuters (with their requisite paperwork) into the ARC regional database and migrate our data to a software program that will do away with handwritten log sheets forever, while also increasing accuracy and ease of use by commuters!”



Value to GCO Program

- Established relationships and well-respected in Atlanta TDM community that will assist with fostering collaboration among regional partners.
- In-depth understanding of day-to-day operations of TDM program in Atlanta will facilitate a seamless transition.

B2. KEY TEAM LEADERS

Sean Saffle | *Sales/Outreach Lead*

TITLE: Senior Project Manager
FIRM: HNTB Corporation
EDUCATION: BS, West Virginia, Environmental Protection, 1996

PROFESSIONAL AFFILIATIONS:
Association for Commuter Transportation (ACT)

YEARS OF EXPERIENCE: 17

Sean is an experienced project manager with 17 years of experience, nine of which are in TDM. He has been involved in four high-profile TDM programs.

Perimeter Transportation & Sustainability Coalition (PTSC), Atlanta, GA - Executive Director responsible for briefings to the Board of Directors regarding PTSC activities and financial position, developing and maintaining relationships with ARC, Clean Air Campaign, GDOT, and the Center for Transportation & the Environment; worked with regional transportation providers, VRide, Enterprise and Douglas County to expand vanpool and carpool efforts.

Clean Air Campaign, GDOT, Atlanta, GA - Telework Specialist and Outreach Coordinator who assisted with outreach efforts by contacting and generating business leads with Atlanta’s largest employers (AT&T, Cox Communications, Coca-Cola Bottling, City of Atlanta, and USDA Forest Service) for alternative mode choices for employees that included: carpool, vanpool, transit and teleworking. Implemented Telework Leadership Initiative statewide and with all the TMA territories to cultivate strong relationships, raise participation, and grow commute alternative programs.

Commuter Services of Pennsylvania, Susquehanna Regional Transportation Partnership, York, PA - Deputy Project Manager for this TDM contract.

RideShare Delaware Statewide Program, Delaware Transit Corporation, Wilmington, DE - Project Manager for this three-year TDM contract.

CommuteSmart Birmingham, Regional Planning Commission of Greater Birmingham, Birmingham, AL - Project Manager for this three-year rideshare program.

Ron Roberts, Jr., AICP | *Implementation/Operations Lead*

TITLE: Senior Transportation Planner
FIRM: HNTB Corporation
EDUCATION: MPA, Columbus State University, 1996; BA, University of Georgia, 1992
YEARS OF EXPERIENCE: 19

PROFESSIONAL REGISTRATIONS:
The American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS:
Association for Commuter Transportation (ACT)

Ron has more than 19 years of experience in transportation planning, project and grant management, economic development, community relations, and public administration, including seven years of experience with TDM programs.

Douglas County Department of Transportation, Douglasville, GA - Multi-Modal Division Manager for regional vanpool program; community outreach efforts in support of regional TDM initiatives; experience with National Transit Data (NTD) and Federal Transit Administration (FTA) reporting. Oversaw day-to-day operations of 80 vanpools, four park and ride facilities and the transportation center; program accounts for more than 37% of vanpools in metro Atlanta; first to integrate regional software for the vanpool program and to pursue GCO branding on vanpools. Human Service Transportation (HST) and TDM Liaison to ARC, MARTA, GDOT and GRTA.

Cobb County Department of Transportation, Marietta, GA - Served as the Atlanta region’s first Mobility Manager who successfully applied, created, and administered multiple HST/TDM programs in Cobb County. Worked with TDM programs countywide, such as vanpools, carpools and business supported transit programs for employees; leveraged key community leadership, coordinated and led county effort to align non-profits, private companies and public in support of HST/TDM, transportation and economic development. Researched and presented ‘Best Practices’ for HST/TDM programs to ARC.

Metro Atlanta Operational Planning Study (OPS), GDOT - Evaluating the ARC’s TDM Plan to determine which recommendations are relevant to the OPS and should be considered for inclusion. This includes evaluating potential low-cost improvements that can maximize capacity while also benefiting TDM, such as ramp meter bypass lanes for transit and registered vanpools.

* This is in response to RFP item B2D

Kimberly Hudgins | Sales/Outreach Co-Lead/ Employee Advisory Council Lead

TITLE: Southeast Director of Government Relations

FIRM: HNTB Corporation

EDUCATION: BS, Interdisciplinary Science/Law and Society, 1998

YEARS OF EXPERIENCE: 18

PROFESSIONAL AFFILIATIONS:

American Public Transportation Association; Women's Transportation Seminar; Metro Chamber of Commerce; Atlanta Chamber of Commerce; Greater North Fulton Chamber of Commerce

Kimberly has more than 18 years of experience in government/community relations. As southeast director of government relations for HNTB, Kimberly has day-to-day responsibility for coordinating and managing government and community relations throughout the region, including Georgia. She is co-located in Atlanta and Macon and is an active member of multiple chambers of commerce across metro Atlanta and Macon.

Director of Business Development and Government Relations, Jacobs Engineering, GA -

Represented the company on the federal and state level. Provided key information to corporate and infrastructure groups of potential legislation that may affect the business line. Facilitated meetings with business executives and key congressional members and staff. Responsible for increasing market share in Georgia and improving the company's brand throughout the transportation and water market. Increased local presence by joining all chambers across metro Atlanta, including Georgia, Metro Atlanta, Cobb, North Fulton, Gwinnett, Cobb, as well as Savannah and Macon Chamber.

Vice President, Georgians for Better Transportation (GBT), GA -

Represented the organization throughout the state. Spearheaded events, including a P-3 summit and quarterly and annual meetings, and prepared and distributed legislative reports and media releases. Represented GBT on several levels, including General Assembly, local governments, civic organizations and transportation agencies. Government affairs representative to develop and track legislation essential to the policy and procedure implemented by the GBT Board.

Cara Hodgson | Awareness/Communications Lead

TITLE: Public Involvement Manager

FIRM: HNTB Corporation

EDUCATION: MPA, Management and Finance, 2008; BA, Political Science, 2000

PROFESSIONAL AFFILIATIONS:

Women's Transportation Seminar

YEARS OF EXPERIENCE: 13

Cara is a communications professional with more than 13 years of experience in media relations, community outreach and public involvement. As an innovative and effective communicator, she has developed and managed multi-faceted communications campaigns for state and local government entities designed to generate public support and educate internal and external stakeholders, customers, and the community. Cara has managed communications activities for major transit projects, planning studies and statewide and regional education initiatives.

Metropolitan Atlanta Rapid Transit Authority (MARTA), Atlanta, GA -

Manager of Communications responsible for leading the Authority's public relations and internal communications activities; managed major communications outreach campaigns to maximize local and national media coverage and increase awareness of MARTA's mission and initiatives; activities included planning and promoting program events, generating positive media coverage, conducting interviews and one-on-one sessions with media representatives, writing articles for media outlets, leveraging social media channels and managing grassroots efforts to build support for transit.

Since joining HNTB, Cara has served as the senior communications specialist on the following relevant GDOT projects:

- Georgia Express Lanes Marketing and Communications Program
- Atlanta Regional Managed Lanes Implementation Plan (MLIP)
- Northwest Corridor Project, GDOT
- Metro Atlanta Operational Planning Study (OPS)

* This is in response to RFP item B2D

B. EXPERIENCE AND RESUMES OF KEY STAFF

B2D* - Experience Responding to Challenging Technical Issues



"Enhancing brand recognition and bringing 'various players to the table' has been a passion of mine. Throughout my career, I have facilitated many situations with a variety of players to find a common goal. For example, I worked with Chambers of Commerce across the state of Georgia to educate voters on the importance of the TIA legislation which would provide more transportation funding. In an effort to educate various voters, I utilized my relationships to connect different groups and elected officials, which assisted with the passing of the TIA legislation."

Value to GCO Program

- Established relationships with large employers and chambers of commerce in Atlanta and Macon will assist with increasing participation in the program.

B2D* - Experience Responding to Challenging Technical Issues



"MARTA's system-wide conversion to a smart card system called Breeze required a significant education effort. To promote widespread adoption of the new system, I implemented and managed a comprehensive PR and grassroots education campaign to get 600,000 cards in the hands of new and existing customers to generate excitement about Breeze. By final implementation, customers appreciated Breeze's convenient features and its improvement on the overall transit experience."

Value to GCO Program

- Solid relationships with media will provide instant access to media to promote the GCO Program and understand messaging opportunities.
- Having served as a deputy spokesperson for MARTA, Cara understands the unique needs of transportation agencies and how to craft positive messages for the public and regional stakeholders.

B. EXPERIENCE AND RESUMES OF KEY STAFF

B2D* - Experience Responding to Challenging Technical Issues

“Heavy congestion in the DC metropolitan area necessitated the development, implementation and monitoring of a \$100M transportation management plan, which managed work zones carrying 1,000,000 vehicles per day. I developed several TDM strategies that influenced major employers in the region to reduce single occupancy vehicles’ trips in the work zones via alternative travel modes and work schedules.”

Value to GCO Program:

- Larry’s diverse TDM implementation experience at multiple scales will provide lessons learned and best practices for consideration during the transition phase.

B2D* - Experience Responding to Challenging Technical Issues

“I led the effort to consolidate four employer vanpool programs and two large third-party vanpool providers into a NTD reporting unit for the greater Houston metropolitan area. This effort required NTD data collection from six separate entities and aggregating the public expenditures with Houston METRO and the Houston Galveston Area Council of Governments. The program now reports 2,400,000 passenger trips and the reduction of 60,000,000 single occupancy vehicles miles from the regions highways.”

Value to GCO Program:

- Travis’ unparalleled Ridepro expertise will provide a seamless transition, as well as assist with identifying cost-effective ways to streamline and enhance the program.

Larry Marcus, *Transition Team*

TITLE: Mid-Atlantic Planning Practice Leader

FIRM: HNTB Corporation

EDUCATION: MPA, Transportation Management, 1986; BS, Transportation & Community Development/Planning, 1983

Larry has more than 25 years of experience developing, planning, implementing and monitoring TDM programs to meet a variety of challenges. His TDM experience includes state, regional, corridor and local applications. At the state level, he led TDM programs for the Virginia Department of Transportation, deploying TDM specialists to market alternative modes and work schedules to large employers, mitigating traffic impacts in \$1+ billion construction programs. As a former employee of the Metropolitan Washington Council of Governments, he assessed the benefits of the region’s Commuter Connections Programs.

Larry was also chief of transportation for the City of Rockville, Maryland, where he developed and implemented city-wide, district-wide, and site-specific TDM programs.

Larry has been an adjunct professor for The George Washington University for 17 years, teaching graduate level courses related to land use and transportation relationships, including transportation demand management strategies at the regional, project, district and parcel level.

PROFESSIONAL AFFILIATIONS: University of Virginia Leading, Educating and Development (LEAD) Transportation Planning Council

YEARS OF EXPERIENCE: 27

Travis Bradshaw, PhD, *Transition Team/Employer Services*

TITLE: Manager of Research and Development

FIRM: 2Plus, Inc.

YEARS OF EXPERIENCE: 16

Travis, 2Plus’ Manager of Research and Development, has more than 13 years of experience in TDM and 16 years experience in research. He is a TDM, research, surveying, and demographics expert. He assisted 2Plus with creating an in-house national TDM-based call and sales center in North Carolina and created the nation’s first statewide rural vanpooling program. Travis is a regular speaker at national TDM meetings and is an expert on National Transit Database reporting and the use of Trapeze’s rideshare tracking software RidePro. He is a RidePro trainer and coach for sales, customer service and other research staff. He has also served as a paper reviewer for the National Academy of Sciences Transportation Research Board TDM subcommittee.

EDUCATION: PhD, Business/Economic Geography, 2000; MA, Business/Economic Geography, 1996; BS, Geography, 1993

Jeremy Heilpern, *Advertising/Marketing/Technology*

TITLE: Chief Digital Officer

FIRM: The Morrison Agency

YEARS OF EXPERIENCE: 9

Jeremy is an award-winning interaction designer, specializing in driving client businesses through effective digital marketing efforts. Before joining Morrison, Jeremy worked with numerous clients in an array of industries. From starts-ups and emerging brands, to Fortune 500 companies, even a US presidential campaign. He joined Morrison in 2008, tasked with heading up the agency’s digital services practice.

Jeremy’s passion, coupled with an impressive background in designing, developing and implementing a wide range of new media assets and interactive tools, makes him exceptionally creative at formulating engaging and effective digital strategies. He’s been awarded a WM.E. Surgner Excellence Award from the AAAA’s Institute for Advanced Advertising Studies, as well as recognition from The Web Marketing Association.

EDUCATION: BFA, Web Design and Interactive Media, 2008

* This is in response to RFP item B2D

Byron York, Transition Team/Employer Services

TITLE: President
FIRM: 2Plus, Inc
EDUCATION: BA, Business Administration, 1977
YEARS OF EXPERIENCE: 36

PROFESSIONAL AFFILIATIONS:
 Transportation Research Board TDM Subcommittee SB-19 - Synthesis on Ridesharing as a Complement to Transit

Byron, president of 2Plus with more than 36 years of TDM experience. He has brought a strong, practical, product-oriented approach to the TDM field. He led the development and branding of STAR, the country’s 3rd largest vanpool program, in Houston. Byron, along with Dr. Travis Bradshaw, started the country’s first ever statewide rural vanpool program in North Carolina. Among his other accomplishments are The Commuters’ Register, a print and online commuter magazine for commuter shared-ride listings, transit, rail, and other commute-related information; incentive consumer loans for the purchase of mini-vans; new private partner “affinity” incentives such as air miles for TDM customers; and a wide range of successful products and services to encourage ridesharing.

Prior to 2Plus, Byron served as vice president of The Rideshare Company, historically one of the nation’s 10 largest vanpool operators, with major responsibility for sales, marketing, customer service, research and development. Byron was also the transit and carpool development manager with Tri-County Metropolitan Transit Authority (Tri-Met) for eight years, where he helped to grow one of the country’s first rideshare divisions within a transit agency and developed an on-street parking program for commuter carpools.

Philip Winters, Education/Training

TITLE: Director for the Transportation Demand Management Program
FIRM: Center for Urban Transportation Research
EDUCATION: BS, Civil Engineering, 1978

PROFESSIONAL AFFILIATIONS:
 Institute of Transportation Engineers’ Transportation Planning Council’s Executive Committee; Emeritus member of the Committee on TDM of the Transportation Research Board
YEARS OF EXPERIENCE: 35

Phil is director of the TDM Program at the Center for Urban Transportation Research (CUTR) at the University of South Florida (USF). He has 33 years of experience in TDM research, training and technical assistance. He manages the National TDM and Telework Clearinghouse, the Florida Commuter Choice Certificate Program and co-manages Best Workplaces for Commuters. Phil’s team has eight patents that focus on software on GPS-enabled cell phones to track travel behavior. In 1998, he created the popular TRANSP-TDM listserv that now boasts more than 2,200 active subscribers from around the world. He also received the prestigious Association for Commuter Transportation’s Bob Owens TDM Champion Award in 2007. Phil leads his team in developing tools and resources to help the transportation demand management industry.

B2D* - Experience Responding to Challenging Technical Issues

“I led the creation of the nation’s first statewide public branded vanpool fleet in Connecticut. This effort required a cost/benefit analysis for the five national corporate fleets that were assumed, as well as a public cost/benefit analysis for the Connecticut DOT. The effort required a considerable public/private partnership effort. The consolidated branding, wrapping, marketing, and subsequent NTD reporting of the fleet continues to be a major effort and a major success story for the traveling public of Connecticut.”

Value to GCO Program:

- Byron’s nationally recognized expertise in the TDM industry will provide thought leadership to help take the GCO Program to the next level.

B2D* - Experience Responding to Challenging Technical Issues

“The need for TDM professionals to quickly estimate the societal benefits of proposed TDM programs is why we developed tools like the Trip Reduction Impacts of Mobility Management Strategies (TRIMMS™) spreadsheet model, now widely used by the public and private sectors. We also understand the value of exchanging ideas with peers from across the country and created the popular TRANSP-TDM listserv that now serves more than 2,200 TDM professionals.”

Value to GCO Program:

- Management of national TDM listserv will enable Phil to easily share lessons learned and best practices from across the country to help GDOT take the program to the next level.

B2D - Experience Responding to Challenging Technical Issues

“We developed a mobile app solution that eliminated the need for travelers to manually send messages to loved ones before and after their flights. Using data made available via aviation databases, we built a solution to this problem, called Landed, that allows users to leverage technology to automatically and dynamically notify others of when they depart, when they arrive, and even when delays occur in their travels.”

Value to GCO Program:

- Jeremy’s experience with successful digital media programs and app development will enable our team to target marketing efforts and increase program participation.

* This is in response to RFP item B2D

B2A. EXPERIENCE AND UNDERSTANDING OF KEY TEAM LEADERS ACROSS ALL PROJECT COMPONENTS

The table below demonstrates our Key Team Leaders' relevant qualifications across all project components for the GCO Program. All our Key Team Leaders are committed to the success of this project.

KEY TEAM LEADERS	PROJECT COMPONENTS										
	EDUCATION, OUTREACH AND TRAINING ACTIVITIES	IMPLEMENTATION	EMPLOYER SERVICES	ADVERTISING AND MARKETING SERVICES	FOLLOW-UP	RIDEMATCHING	SMOG ALERTS	EDUCATION FOR SCHOOLS	ADDITIONAL SERVICES - REPORTING, DATA GATHERING	ADDITIONAL SERVICES - VANPOOL FORMATION	ADDITIONAL SERVICES - PROGRAMMATIC SURVEYS
Jeffrey Parker, Program Manager	✓	✓	✓	✓	✓						
Ron Roberts, AICP, Implementation/Operations Lead	✓	✓	✓		✓	✓		✓	✓	✓	✓
Sean Saffle, Sales/Outreach Lead	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cara Hodgson, Awareness/Communications Lead	✓	✓	✓	✓	✓						✓
Kimberly Hudgins, Sales/Outreach Co-Lead/ Employer Advisory Council Lead	✓	✓	✓	✓	✓						
Travis Bradshaw, PhD, Transition Team/Employer Services	✓	✓	✓	✓	✓	✓			✓	✓	✓
Byron York, Transition Team/Employer Services	✓	✓	✓	✓	✓	✓			✓	✓	✓
Larry Marcus, Transition Team	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Philip Winters, Transition Team/Education/Training	✓	✓	✓		✓				✓		✓
Jeremy Heilpern, Advertising/Technology				✓							

B2B. PERSONNEL AVAILABLE TO MEET GDOT'S NEEDS

FIRM	TOTAL EMPLOYEES	ATLANTA EMPLOYEES
HNTB Corporation	3,489	70
2Plus, Inc.	21	0
CUTR	165	0
The Morrison Agency	20	20
Ideas United	24	21
Lattimer Communications (DBE)	10	10
International Language Services, LLC (DBE)	1	1
TOTAL	3,730	122

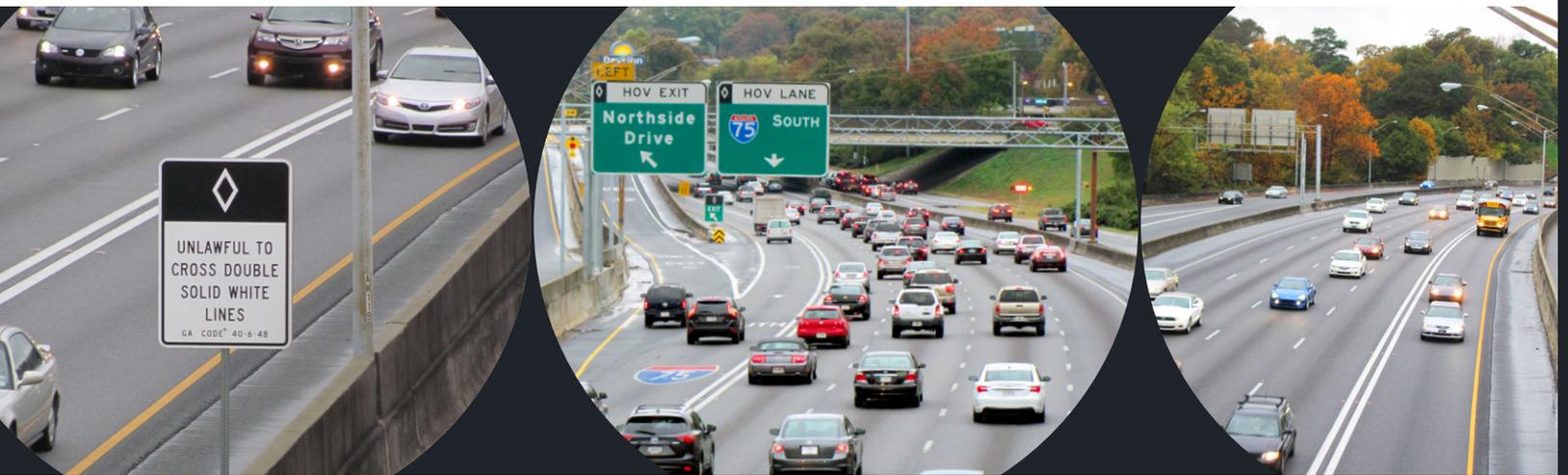
B2C. YEARS OF EXPERIENCE OF THE KEY TEAM LEADERS

STAFF	FIRM	ROLE	YEARS OF EXPERIENCE	
			TOTAL	TDM
Jeffrey Parker	HNTB	Program Manager	25	2
Ron Roberts, AICP	HNTB	Implementation/Operations Lead	19	7
Sean Saffle	HNTB	Sales/Outreach Lead	17	9
Cara Hodgson	HNTB	Awareness/Communications Lead	13	7
Kimberly Hudgins	HNTB	Sales/Outreach Co-Lead/Employer Advisory Council Lead	18	1
Travis Bradshaw, PhD	2Plus, Inc.	Transition Team/Employer Services	16	13
Byron York	2Plus, Inc.	Transition Team/Employer Services	36	36
Philip Winters	CUTR	Transition Team/Education/Training	35	33
Larry Marcus	HNTB	Transition Team	25	25
Jeremy Heilpern	The Morrison Agency	Advertising/Technology	9	1

B2D. DEMONSTRATED EXPERIENCE OF KEY TEAM LEADERS RESPONDING TO TECHNICAL ISSUES

For your convenience, we have placed our Key Team Leaders' responses and solutions to past challenging technical issues within each of their resumes. Each issue and solution can be directly applied to the GCO Program.

C. TECHNICAL IMPLEMENTATION STRATEGY



C1. FIRM'S IMPLEMENTATION PLAN FOR THE TDM/GCO PROGRAM

CURRENT STATE OF THE GCO PROGRAM

Over the past 17 years, GDOT's Georgia Commute Options (GCO) program has made noticeable impacts throughout the state, and has changed the commuting habits of more than 85,000 people throughout the Atlanta, Rome and Macon regions while saving more than 1.4 million vehicle miles and 700 tons of vehicle emissions every day. The program has introduced outreach and education components to more than 300 schools to promote alternative mode choices for students, no idle zones at schools, telework and car/vanpools. Further, the program has a large employer/employee outreach program that includes hundreds of businesses participating in the program and encouraging employees to utilize alternative commute options. The GCO Program has continued to increase alternative commutes in the metro region; however, in recent years elements of the program have plateaued or decreased. GDOT now has an opportunity to reflect on these successes and identify areas that can be improved to increase program awareness and participation.

Based on our understanding, the GCO Program currently operates as follows:

- Advertising is for the masses and is largely based on radio spots
- Employer outreach staff focus predominantly on generating new interest in the program
- Commuters can log commutes either through the mail, fax or on the GCO website
- Guaranteed Ride Home (GRH) program has two different entities providing service and both require commuter data
- GCO Program is still known by many as the "Clean Air Campaign," despite being re-branded more than a year ago
- The same techniques and program structure have been in place for 17 years regardless of program performance

BENEFITS OF IMPROVING THE GCO PROGRAM

The HNTB Team has a wealth of ideas to enhance the GCO Program that will result in increased program participation with the end result of improving mobility and reducing emissions in the Atlanta, Macon and Rome regions. Just as important, we will use the GCO Program as a vehicle to improve the Georgia Department of Transportation's brand.

WHY THE HNTB TEAM?

Our proposed Program Manager, **Jeffrey Parker**, has extensive leadership experience, both in the public and private sectors, managing large organizations. Prior to joining HNTB, Jeffrey served as Commissioner of the

Connecticut DOT and Operations Manager at MARTA. What makes Jeffrey unique is not only his leadership experience in both the public and private sectors, but his ability to think big and connect the dots. Jeffrey will identify challenges and opportunities, along with solutions to address them.

HNTB is leading an Atlanta-based team of national TDM experts proposing to manage the GCO Program and elevate its existing national success to a new level through the implementation of improved practices, technologies, and a fresh approach with the ultimate objective to increase sustained participation in the program.



We will not be making changes just for the sake of change. Any changes to the program will be purpose-driven and will have to demonstrate an increase in sustained participation in the GCO Program.

Our approach outlined below, was not only developed based on our years of experience working with GDOT, but on extensive conversations with GDOT and regional TDM partners, such as the Georgia Environmental Protection Division, Atlanta Regional Commission, Georgia Regional Transit Authority, Douglas County and some of the Transportation Management Associations to gain an in-depth understanding of the needs and opportunities of the GCO Program. Ultimately, our approach will help GDOT to:

- Demonstrate an enhanced return on effort
- Maintain full control over its program
- Enhance statewide branding with opportunities for continued localized customization
- Reduce program costs through improved centralized private management practices
- Streamline human resources and consolidate financial management components
- Increase program efficiency and service to the commuters through technological innovations that enhance reporting, dynamic ridematching, customer support, website and mobile app support
- Expand social media and other cost-effective marketing tools
- Clearly define roles and responsibilities for all participating partners and successfully bring these groups together harmoniously for continued TDM growth nationwide

GDOT's success is our success. Specifically, the HNTB Team will:

1. **Allow GDOT to Regain Control of the GCO Program.** The HNTB Team has a long record of serving GDOT on complicated assignments and will align GDOT's image with the success of the program. We are GDOT's consultant and have the Department's best interest at

heart. We will clearly define roles and responsibilities amongst the various stakeholders across the region.

2. **Provide thought leadership and lessons learned to improve areas where needed.** We will build on the successes of the current program and identify purpose-driven change opportunities and efficiencies to increase sustained participation in the GCO Program. We have assembled a best-in-class team with involvement in four of the top 10 vanpool programs across the country, including Seattle (#1), Houston (#3), San Diego (#4), and Atlanta (#8), as well as almost half the states with registered vanpool programs across the country. This will bring best practices and lessons learned, including knowledge of incentives and strategies that have resulted in increased and sustained participation in TDM programs.
3. **Use a performance-driven approach to take the GCO Program to the next level.** The HNTB Team not only has unparalleled program management experience and the capacity to deliver the GCO Program, but has a demonstrated track record of providing thought leadership to GDOT. Furthermore, we will deliver a performance-driven approach to managing GCO expenditures and efforts in order to maximize the return on effort (i.e. increase program participation). We will measure the effectiveness of how we are investing GCO funds and will redirect money to other areas if deemed appropriate. For instance, with the advent of technology over recent years, including mobile apps and social media, our team proposes to focus advertising efforts predominantly, but not entirely, on digital media resulting in a higher capture rate while lowering cost. Another example is deploying a more targeted employer outreach effort by helping facilitate the transition of an employer into the GCO Program. As a for-profit business, we understand the needs and issues of companies and what motivates them.

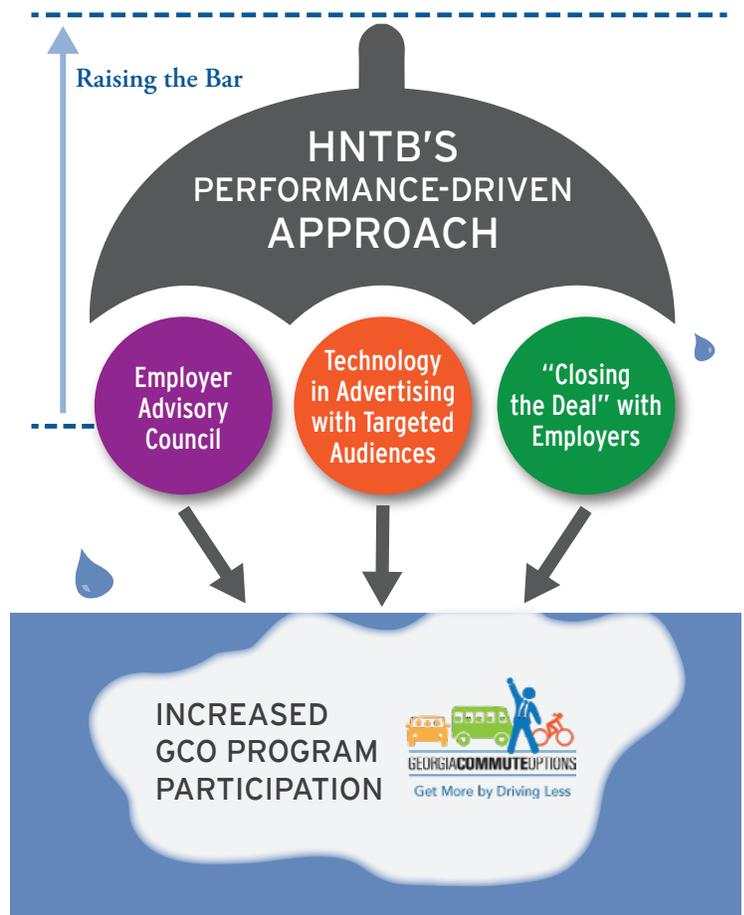
Proven Success

In 2001, after one year of serving as the public information campaign contractor for the Atlanta Clean Air Campaign (pre-cursor to GCO), members of our team demonstrated success, as 351,000 new people tried a commute alternative for the first time. A 2001 survey found that:

- Recognition of carpooling increased from 44% in May 2001 to 80% in December 2001
- Awareness of teleworking increased from 36% to 68% in the same time period
- Awareness of the 1-87-RIDEFIND carpool matching service hit 55% regionwide (was not measured previously)

Furthermore, the HNTB Team has demonstrated experience in seamlessly transitioning large-scale programs. Our entire management team is located in the Atlanta region and has relationships with the TDM community, as well as large employers, that will provide a seamless transition and help expand the program. Members of our team have been involved in various aspects of the GCO Program over the years that will provide invaluable insight to assist with the transition. We have seamlessly transitioned other TDM programs across the country, including South Florida and Houston, and have already begun developing a transition plan that we will outline for you in further detail in the next section.

Based on our understanding of what is being done today, here's how we will do things differently. The umbrella illustration below represents HNTB's performance-driven approach that will raise the bar for the GCO Program. Tactics that make our approach unique include the development of an **Employer Advisory Council** that will bring large employers to the table to further understand the challenges they face and develop solutions; the use of **technology** to get the most out of our advertising dollars; and our approach to **"closing the deal"** with employers by utilizing separate sales staff for lead generation with assigned account managers to get employers across the finish line to actively participate in the GCO Program.



The HNTB Team Approach to Increasing Participation in the GCO Program

OVERALL GCO PROGRAM

- Use of technology and targeted advertising/marketing efforts will reduce program cost allowing more opportunity for additional commuter rewards budget to incentivize commuters
- Use of software that tracks employees by zip codes and commute routes to identify market expansion opportunities
- Focus on new markets to include Low-English Proficiency and varied income brackets for commuter program expansion opportunities
- Improve accuracy of RidePro ridematching database by utilizing mobile apps and additional follow-up
- Increase awareness of GRH program to improve comfort level of potentially new participants
- Emphasize with employers that a strong commute options program is a good tool for employee recruitment and retention



TELEWORKING

- Establish Employer Advisory Council consisting of major employers in Atlanta, Rome and Macon to provide insight on their needs and issues that are transferable to other employers and to assist with tailoring customized programs that will work for their individual needs
- Provide supplemental web-based employer outreach programs and webinars to broadly reach similar employer markets simultaneously in Atlanta, Rome and Macon highlighting telework programs
- Garner business support by appealing to financial support incentives for employers
- Utilize social media and mobile apps to push traffic alerts to encourage teleworking on high traffic days



CARPOOLING

- Develop mobile app that pairs carpoolers and could even allow individuals to change carpools mid-day should their departure time change
- Recognizing that it is harder to add a third person to a carpool than to start a carpool, we want to focus on multiple person carpool opportunities and demonstrate savings to commuters
- Work with regional partners to enhance safety and access to existing park and ride locations while also identifying key new locations for expansion opportunities
- Work with rental and alternative car rental vendors, such as Zip Cars, for carpooler discounts so they can run errands from work



VANPOOLING

- Consider additional financial incentives or cost saving measures to reduce vanpool fares (such as utilizing 12-passenger vans instead of 15-passenger vans to achieve an 18% savings in insurance)
- Compensate drivers with limited use of vans for personal use and/or reduced or free fares (as drivers are responsible for fueling vans, taking them in for preventative maintenance, logging and tracking passenger trips, and taking a defensive driving class)
- Encourage employers to offer co-pays and pre-tax fare deductions and/or free, designated or covered parking
- Wrap vans with GCO logo, phone number and route to build a regional unified GCO brand and serve as a rolling advertisement
- Provide drivers and vanpoolers with techniques and training on conflict resolution and anger management
- Work with providers to establish a good alternative driver program so that vans are not solely dependent on one person

C1A. PROJECT MANAGEMENT TECHNIQUES AND METHODOLOGIES

Overall Program Management

HNTB and our proposed **Program Manager, Jeffrey Parker**, have a long history of successfully delivering large, complex programs. One key tool that Jeffrey has employed throughout his career is the effective use of performance metrics to drive efficiencies and deliver them in an effective, efficient and transparent manner in order to get the biggest bang for the buck.

Furthermore, HNTB has clearly established a long and impressive track record of managing and delivering GDOT's most important projects and programs. From program management of GDOT's Northwest Corridor Project to the Atlanta Regional Managed Lane Implementation Plan (MLIP) and award-winning Metro Atlanta Operational Planning Study (OPS), HNTB consistently produces well-managed projects that deliver results for GDOT. We will employ a consistent approach of using the techniques and methods that have proven successful with GDOT and other clients. HNTB will not just deliver the GCO Program, but will build on previous successes to reach a higher level of program participation.

The HNTB Atlanta-based core management team, under Jeffrey's leadership, consists of:

- Cara Hodgson - Awareness/Communications Unit
- Kimberly Hudgins - Sales/Outreach Unit, focusing on Lead Generation
- Sean Saffle - Sales/Outreach Unit, focusing on Account Management ("closing the deal" with employers)
- Ron Roberts, AICP - Implementation/Operations Unit

These hand-selected core management team members have longstanding ties to Georgia and the Atlanta region, and will be integral to delivering success to GDOT. The team's organizational structure is designed to ensure efficient execution of the program starting Day 1.

The **Awareness/Communications Unit** will oversee advertising, marketing/public relations and other programs, including Smog Alerts and Clean Air School Pool. As the former Deputy Spokesperson for MARTA, **Cara Hodgson** has demonstrated communications experience in the Atlanta region and has established strong relationships with the media.

The **Sales/Outreach Unit** will separate lead generation from account management to provide customized attention to employers to "close the deal." Lead Generation will be led by **Kimberly Hudgins**. Kimberly is co-located in Atlanta and Macon and is well known by the transportation and business communities in both regions. She and her staff will focus on targeted business outreach and lead generation. **Sean Saffle**, who previously worked for the GCO Program, as well as the Perimeter Transportation and Sustainability Coalition (PTSC) Transportation Management Area

(TMA), has extensive knowledge of both local and national TDM practices and will oversee follow-up and program implementation, or account management. Sean and his staff will be responsible for developing plans and strategies that are tailored to each interested employer. Our team's experience has shown that employer participation greatly facilitates employee participation. Sean's team will help those employers through any obstacles in the way of success.

Our **Implementation/Operations Unit** will be responsible for the incentive programs, ridematching and vanpool/carpool formation. **Ron Roberts, AICP**, has proven experience in running successful vanpool programs, including Douglas County's pioneering vanpool program, as well as assisting the Cobb County vanpool programs (CobbRides and LocalZoom) to achieve program successes.

Supporting all three units is our technology team that will manage our sales force tools, commuter and vanpool apps and the GCO website.

These key members have extensive experience with TDM projects in Georgia, as well as other similar transportation programs regionally and nationally, including TDM experience in half the states in the US with TDM programs.

Our core management team, under Jeffrey's leadership, will collaborate effectively to manage the GCO Program and focus on incremental improvements to the program, while providing monthly management reports that illustrate the program's progress.

By separating the lead generation from the follow-up activities, our team will be more effective in working with businesses.

Quality Oversight

Keli Kemp, AICP, will serve as the Quality Oversight Manager for the GCO Program. Keli has more than 15 years of experience with transportation planning and began her career at GDOT Planning. She will be responsible for not only making sure that all printed and digital materials are reviewed in detail, but for making sure that the HNTB Team achieves a high level of quality in everything we do, from lead generation to implementation.

TRANSITION PLAN

We will build on the successes of the current program and identify purpose-driven change opportunities and efficiencies to increase sustained participation in the GCO Program.

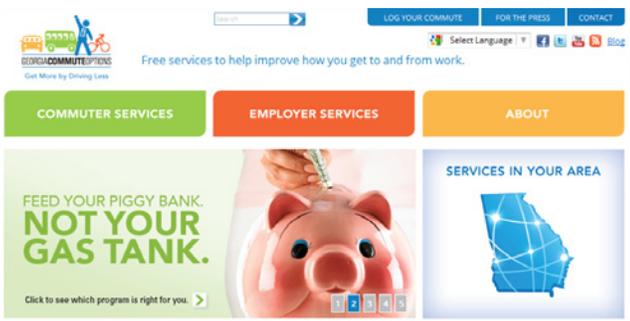
Sean Saffle and Ron Roberts, like many of our staff, have strong relationships with the TMAs and ARC and will help facilitate this transition. We are not an unknown entity and our team has had 'boots on the ground' locally for

years. In many cases, members of our team have been collaborators in the TDM world, as former coworkers, fellow TDM enthusiasts, and as friends. As such, these individuals share the same vision that our team does for the region and the state, and we will work with these partners while representing GDOT through the GCO Program.

We have seamlessly transitioned other TDM programs across the country, including South Florida and Houston, where participation not only was maintained during the transition, but increased by 4% in the first six months and 10.4% after the first year in Houston.

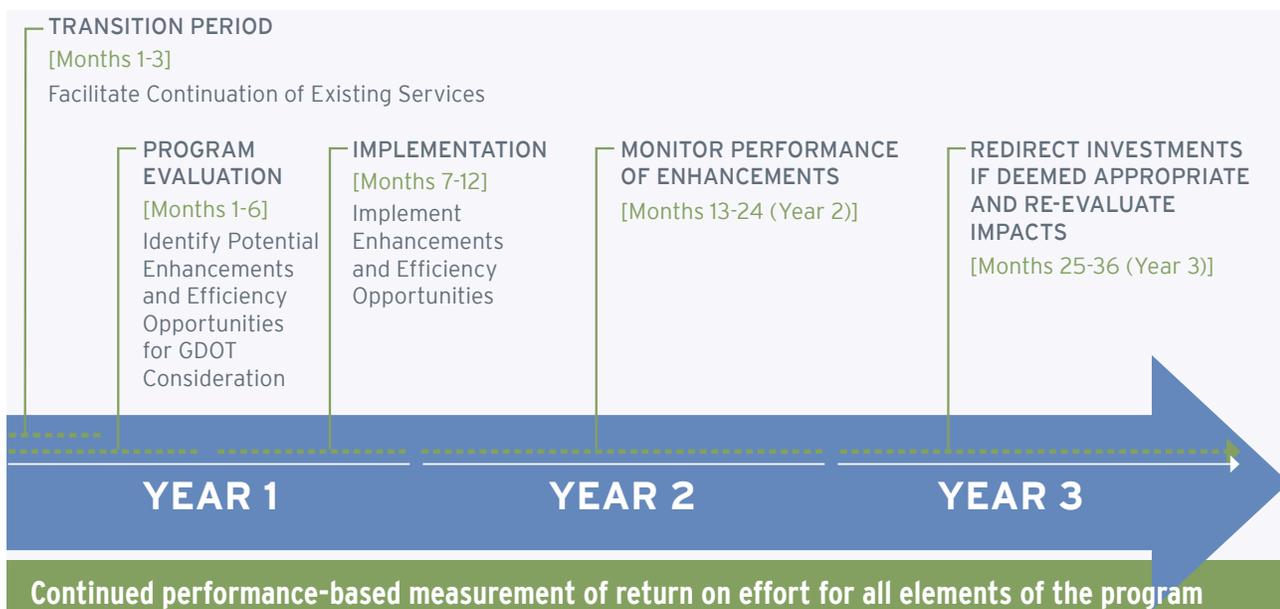
The transition plan, which is expected to take place during the first three months, will include, but not be limited to, the following elements:

- ✓ **GCO Website** - The Georgia Commute Options website¹ registered to (and owned by) GDOT, would be maintained by the HNTB Team as is during the initial transition phase. This will negate any impact to commuters who are logging their trips and employers/employees already familiar with the existing format.



The HNTB Team anticipates the transition to take approximately three months. Once the transition has taken place to ensure a seamless continuation of services, the HNTB Team will then focus on evaluating the program for potential enhancements and efficiencies that would be expected to increase sustained participation in the program, followed by implementation of those enhancements and then evaluation of them to determine their benefit.

- ✓ **Distribution of Incentives** - HNTB will work with the existing bank to continue to distribute incentives directly to commuters. This may require working with the banking institution, GDOT, and the Clean Air Campaign non-profit organization to open a new bank account to administer the program under the new team. HNTB employee, Sandra Burgess, former Legal Counsel for GDOT can assist with this transition if needed.
- ✓ **Employer Outreach** - The transition team will 1) evaluate existing employer outreach staff for potential hires as part of the new GCO team; and 2) hire new staff using our Atlanta-based in-house recruiter and train them as part of A) the new sales force for lead generation; or B) as part of the account management team to help transition interested employers to program implementation. Training will be targeted towards lead generation and customizing commuter programs for individual employers to “close the deal” and will include scenario training and role playing that has already shown to be effective in the region.



¹ <http://www.gacommuteoptions.com>

- ✓ **RidePro (Ridematching) Database** - The RidePro database, run by Trapeze, is managed by ARC. Our team already has access to the ARC RidePro database. Adding access for the new GCO team to the current GCO RidePro database will take minimal effort. Our team is already aware of the database’s functionalities and have long-standing relationships with the software design team. Of the 1,425 vanpoolers in the RidePro database, 525 of them (37%) are from the Douglas County vanpool program, run by Ron Roberts prior to joining HNTB. Our staff has experience loading and maintaining data into the existing program and will ensure a positive collaboration with ARC concerning any proposed enhancements. We utilize RidePro exclusively in Houston to track its 59,000 regional commuters, 7,200 of which are utilizing vanpools.



- ✓ **SalesForce (Employer Client Relationship Manager) Database** - ARC manages the SalesForce database and provides up to 10 licenses for free each year to 501.C3 organizations. Currently, the GCO Program database environment is completely separate and could remain that way should the TMAs continue to want to keep their client contacts separate. The annual license/maintenance fee for the SalesForce database is nominal and easily obtained as part of the transition to ensure access and the ability to populate the data, as well as utilize it for an improved collaborative outreach approach with the TMAs.



- ✓ **Advertising** - It is expected that all intellectual property as a result of previous and current advertising efforts under the GCO Program is owned by GDOT. As a result, current radio spots can continue seamlessly under the new contract. However, as with anyone managing the contract, royalties will likely need to be paid to radio voiceover actors as they continue on the air, as well as media buy time.
- ✓ **Public Relations Campaign** - HNTB has well-established relationships with the media which will minimize ramp-up time for the public relations campaign. As with advertising, it is expected that all intellectual property as a result of previous and current public relations and marketing efforts under the GCO Program is owned by GDOT.
- ✓ **Smog Alerts** - The Georgia Environmental Protection Division, Air Protection Branch publishes daily air quality index results online that are used for the smog alerts.



Therefore, no transition is required of the data. Email distribution lists will be obtained or developed if needed to continue providing smog alerts.

- ✓ **PACE Awards** - The annual PACE Awards for employer recognition are held every November. During the transition period, the HNTB Team will first evaluate the impact of the PACE Awards to determine if they should be continued and, if so, should the format should change. Should they continue, the HNTB Team has some thoughts on how to increase the impact of the PACE Awards.

The HNTB Team is amenable to evaluating and hiring current GCO staff as part of the Clean Air Campaign non-profit organization or members of their existing team, should GDOT deem appropriate. In addition, should the current Clean Air Campaign contract expire prior to, or shortly after, the new GCO Program contract is in place, the HNTB Team is amenable to adding the Clean Air Campaign as a subconsultant to our team to allow GDOT time for transition, if deemed appropriate by GDOT.

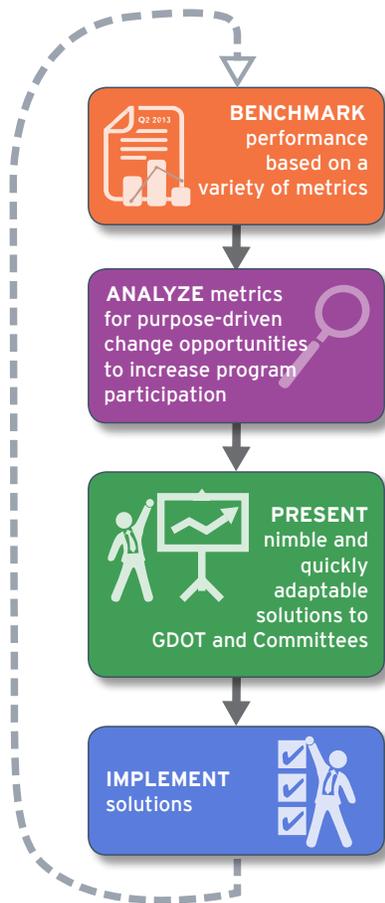
C1B. PROGRAM EVALUATION AND REVIEW TECHNIQUES

Jeffrey will spearhead a performance-based approach of all team members to establish key performance metrics that benefit the overall performance of the program. Phil Winters, TDM Director for the Center for Urban Transportation and a nationally recognized expert on TDM performance metrics, will assist in leading this effort by ensuring effective measurement tools will be in place to drive the program’s success and improvements.

The Center for Transportation and the Environment (CTE) TDM measurement contract measures overall effectiveness of the program. However, we will utilize performance metrics at the project element level to ensure that investments result in maximum program performance.

The HNTB Team wants an evaluation process that goes beyond reporting outputs to focus on desired outcomes and improving program performance.

HNTB PERFORMANCE BASED APPROACH



The HNTB Team brings proven private-sector methods to help identify what strategies are working and which ones need to be tweaked or eliminated. For example, the GCO Program had success offering financial incentives with its “Cash for Commuters” program that targeted only SOV drivers. Today’s program is a mix of incentives to attract and retain users in non-SOV modes and, while these incentives are effective, they can also suffer from the “free-rider” problem of providing payments to people, who had already decided to change to alternative transportation modes. GCO’s nationally recognized program will benefit by applying private sector approaches to designing and offering incentives.

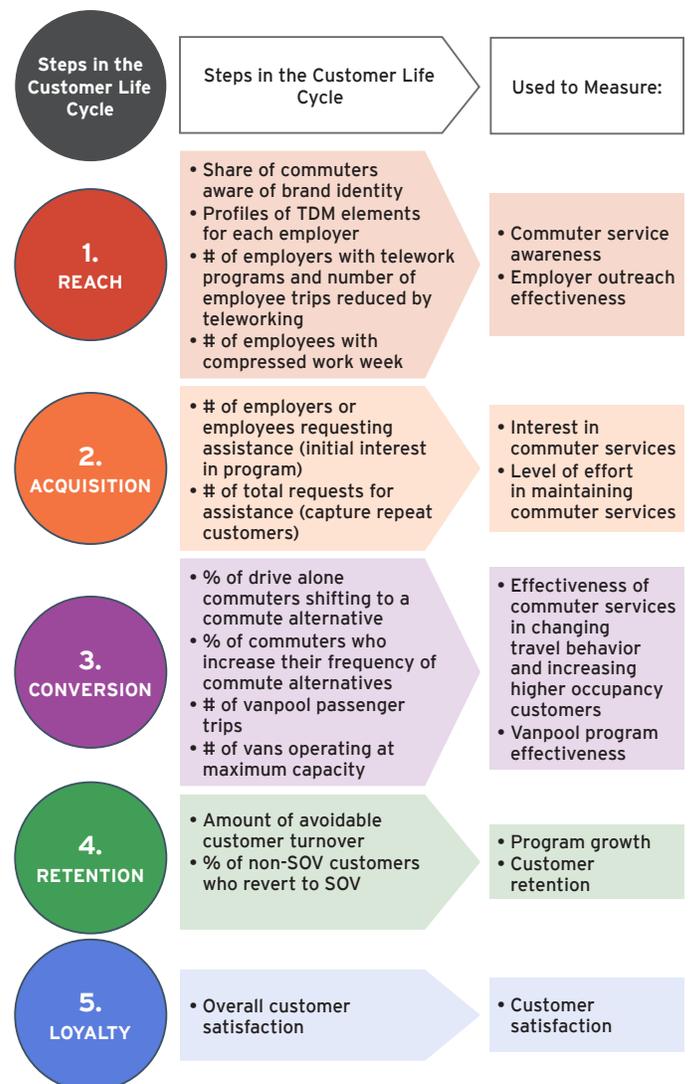
Research shows that more options and larger financial incentives alone do not produce decreases in SOV rates. The GCO Program may wish to consider testing different forms and structures, as well as incentive amounts, and our team is on the forefront of most of these national research projects. A Florida DOT-sponsored research project nearing completion by members of our team focuses on improving the cost effectiveness of TDM financial incentives.

Our team brings extensive expertise in TDM evaluation and familiarity with the evaluation elements conducted by CTE to

assure a smooth transition. We can supplement and enhance their analysis, as necessary, with our cutting-edge tools. Our team’s TRIMMS™ tool, one of the industry’s leading tools for TDM programs, estimates a full range of societal costs/benefits of TDM. TRIMMS™ is a spreadsheet-based application designed to evaluate the benefits and costs of TDM outcomes, as they relate to reductions in traffic congestion, air pollution, fuel consumption, global climate change, health and safety impacts, and noise pollution.

Another tool, TRAC-IT, incorporates several of our team’s patented technologies in a global positioning system-enabled mobile phone application that allows for multi-modal tracking of commuters to provide data by day of week, time of day, route and speed to provide additional insight into the total effects. Our team also brings extensive experience in collecting data from the vanpools to capture outcomes and allow reporting to the National Transit Database which could generate a greater share of federal funding back to Georgia.

POTENTIAL PERFORMANCE MEASURES



Our Team is more than acquainted with the current approaches used by CTE, as CUTR served as a technical advisor when the evaluation program was originally developed. CUTR also has been a long standing member of the evaluation team for the Metropolitan Washington Council of Governments that uses nearly the same framework and evaluation methodologies.

C1C. TDM EMPLOYER SERVICES AND INCENTIVE STRATEGIES

Research shows that employer support and attitude for alternative transportation options is one of the most effective motivations for convincing employees to try alternative transportation options.

Employer outreach isn't about how many employers are contacted, it's about how many enter and actively participate in the GCO Program. HNTB's approach to separating lead generation from account management to provide one-on-one tailored support to employers will help "close the deal" with employers.

GCO Program benefits, such as reduced costs, improved employee productivity and morale, financial benefits and reductions in absenteeism and tardiness, will be illustrated to employers. Recruitment, employee retention and financial benefits will be shown, documented and made available to employers to help them understand the holistic benefits of committing to the implementation of a full and effective TDM program. In addition, we can create a "Business Benefit Calculator" to clearly define how participation in the program is a win-win for employers. We'll also create a toolkit to help employers better map and communicate the return on investment that they receive from the program.

An enhanced sales approach will be introduced to the existing model that uses "private sector thinking to deliver public sector needs." Businesses will be contacted by GCO sales staff with fresh messaging and an enhanced focus on implementation. This new focus will look at businesses throughout the region as accounts, that will be nurtured to utilize optimal win/win TDM programs for both the employee and employer.

GCO staff account managers will work directly with the employers to tailor the best TDM plan for their employees. These customized plans will go beyond a 'cookie-cutter', one-size-fits-all approach to include corporate relocations and implementation and analysis of employee transportation surveys. There will also be an enhanced outreach through professional organizations, TMAs, chambers of commerce and governmental entities, all of which are specifically tailored to the account in question, be it an employer or property management firm. We can provide a higher level of service to the employers through these entities and at reduced costs. One possible cost savings will be to create webinars as part of the outreach efforts to employee transportation coordinators and human resource staff to get our message out to many. We do recognize that a significant portion of the activities will need to be 'face-to-face' as well. As part of this implementation-focused approach, the HNTB Team will:

- Designate an Account Manager** - We will establish an account manager to act as a transportation business consultant to create customized proposals and a series of more efficient support roles and services. Employers are supportive of providing transportation benefits, but like other benefit providers, they are expecting more turn-key support. We will create direct hyperlinked graphics which link to co-branded (employer and the GCO) websites, parking management programs, benefit management and support, direct employee communications and marketing efforts. This will provide reporting, research and evaluation support for employer programs to keep employers informed of the value and impact of the support provided.



- Systematic Follow-Up (we won't wait for the phone to ring)** - Our team has developed a wide-range of proactive strategies and tactics to directly reach out to employers to 'cold call' and engage businesses in supporting employee commute options. In Houston, **Dr. Travis Bradshaw** converted a 'passive' Ridematching system to a high-touch direct contact business model. We directly contact ridematch candidates for existing seats and/or to advise them that we will begin forming a vanpool route designed specifically for their needs and schedule. We created control systems and procedures to identify opportunities and to track performance results. Furthermore, we have created greatly enhanced 'retention' strategies and tactics to monitor existing ridership and to directly work with vanpool routes to replace riders for low ridership routes and to add riders to existing routes, as vanpooling is a high turnover business.

- **Regular Inclusion of Ridematching Service Staff in High Level Corporate Meetings** - In Houston, we have developed a customized consultant proposal that presents all services to an employer leading to decisions, selections, and creation of an operating program. Ridematching is a prominent part of this package of services. In addition, we now operate customized ridematch websites for employers that allow for a personalized corporate communications identity that links to us, to provide direct placement service. A similar approach can be taken for the GCO Program.

Upon request, our expert team members can provide employers with a comprehensive analysis of employee commuting habits and perceptions, which will help to identify the TDM strategy that has the highest percentage of success rate, and one that will meet the needs of the employee and the employer. Once the employer-based TDM programs have been implemented, our efforts do not stop. GCO staff will continue to provide program maintenance with ongoing program evaluation, consultation and communication support. Our team is skilled in developing surveys and researching national best practices used in TDM programs from around the country. Identifying commuter preferences and perceptions to this level will help further tailor our messaging and outreach.

C1D. MANAGEMENT AND MARKETING METHODS

An effective marketing campaign is not about quantity, but quality. It's not about how many people you reach, but about how many actually sign-up for and actively participate in the GCO Program. As a result, our team will develop a targeted marketing campaign aimed at capturing audiences that would benefit the most from the program.

Market Analyses

Our performance-based approach to the overall program will support our planning efforts and will lead us to a fresh perspective with new insights for the best way forward:

- Evaluation of existing marketing programs, materials and assets to determine which programs are delivering either the greatest or least benefit or value to the marketing campaign; in other words, which efforts are returning greater return on their investment.
- Employee Participant/Non-Participant Surveys - We will augment tracking studies of existing participants to include trip paths of carpoolers and vanpoolers, home location of teleworkers, and residency location of MARTA/mass transit users. This will help us to better define the geography of our consumer target audiences. With home addresses of program participants in hand, we can append with third party data to better define income levels, professional/managerial status and important psychographics. An improved and more robust target audience profile will enable us to better select and target media choices for marketing the program.
- We will conduct a survey of commuter/employee non-participants in the areas that match program participants. This will enable us to update our understanding of the barriers to participation, identify ways to overcome barriers, determine incentives that hold the greatest appeal and identify opportunities for occasional use of commute options and the tracking of such options.
- Participating/Non-Participating Employers - Via sales outreach, we will update our understanding of companies that are currently participating in the program. We will focus on determining key drivers that lead companies to participate, counts by commute alternative method, best practices in driving adoption within employee populations, how return on investment or effort of participation is measured or tracked, and on gauging the importance of various recognition options for companies and participants. We will also look to enrich our understanding of participating company firmographics (size, business type), location, access to mass transit/MARTA, type of employees (knowledge workers vs. blue collar/pink collar), and update core segment census information: private sector, public sector, education, non-profit. This update will enable us to sharpen our employer target audience definition and outreach options.
- We will then talk to companies that have similar profiles in the same geographic areas to determine the reasons why they don't or have not participated in GCO initiatives. The goal here is to identify barriers to adoption that are addressable by GCO and/or the local TMA.

Additional Target Audience Opportunities

The HNTB Team is well aware of the varied population densities, concentration of employer sites, existing transportation resources and demographics in the Atlanta, Rome and Macon areas. **Kimberly Hudgins and Cara Hodgson** have already begun to focus on gathering data from employers in those areas, many of which have never been involved with the GCO Program previously, and to begin defining elements for creative solutions necessary for TDM success. We will develop public education efforts that will target low-english proficiency (LEP) populations, including Hispanic and Asian populations, in order to capture additional ridesharing opportunities.

Sarah Lattimer and Isadora Brown excel at outreach to African-American, Latino and other multi-lingual and multi-cultural populations. We will utilize their expertise to reach demographic groups that may have been underserved for a variety of reasons including income, language, or cultural barriers. For example, in the most targeted marketing to persons of varying income levels is another effort that our team wishes to undertake. In the most recent regional ridesharing survey, seven in 10 (71%) respondents reported a household income of at least \$50,000 per year and approximately half (47%) had household incomes of more than \$80,000 annually. Our team can identify the census blocks with lower incomes around the region and custom tailor outreach in power and water bill inserts to those zip

codes for an affordable and effective marketing strategy that truly reaches demographics in need of transportation options.

Of the 50,000 people registered in the RidePro database, only 35 are from Macon and Rome combined.

The Macon and Rome markets will be evaluated to identify potential opportunities to expand participation in those areas, including reaching out to major employers.

Kimberly Hudgins with HNTB is co-located in Atlanta and Macon and thus, has substantial relationships in the business community in both areas that will prove beneficial to opening the door for GCO staff at large employers and chambers of commerce.

C2. HOW THE FIRM INTENDS TO IMPLEMENT THE CORE SET OF REGIONAL TDM PROGRAMS CURRENTLY IN PLACE

C2A. COMMUTER SERVICES

Our team's performance-based approach will evaluate whether we are using the right incentives and if we should administer them differently to increase participation.

RidePro (Ridematching) Database

Although ARC will be responsible for administering the RidePro (ridematching) database, the HNTB Team will conduct the following efforts to maximize carpool and vanpool formation and participation:

- **Weekly pull down and cleaning of all new enrollments** - Of the 50,000 people in ARC's RidePro database, only 1,425 are registered vanpoolers. Many people simply cannot be matched because of bad or missing data. Persons who self-enroll in ridematching databases make enrollment errors or omissions on average 40% of the time. Customer service representatives will run RidePro enrollments weekly, and contact recent entrants for any missing data.
- **Monthly verification of all service routes established** - Our team will work with Vride, Enterprise, Douglas County and others to ensure the accurate and timely reporting of all vanpool routes and any carpool routes interested in being enrolled in the system. We have a long and successful history with both Enterprise and vRide. We will assist those entities in providing the necessary data to ARC so that the employers, vanpoolers, and the general public have the most accurate and current information

possible. Douglas County, the other provider for the region, has already been involved with this update (led by **Ron Roberts** prior to joining HNTB) and those efforts will be supported by our team. Collectively, the vanpool/carpool database will be more comprehensive and maintained with the latest route information, schedules, stop details, park and ride locations, and contact information. This streamlining of the information will enhance the public's experience with vanpools/carpools and continue to provide accurate seat availability.

Using regional data will allow us to develop detailed approaches for outreach coordinators to target the promotion of TDM programs.

- **RidePro training for all sales, program, and customer service staff** - Our team includes RidePro expert, Dr. Travis Bradshaw, who will hold regular training sessions with all program staff on their particular uses of RidePro. Proper training can maximize group formations from the 50,000 people and growing, regional ridematching system.
- **Push Notifications** - We have a long history of working with Trapeze software developers to make custom changes to enhance RidePro. One such proposed enhancement is to work with ARC on a 'push' notification that can be sent to drivers via email or text message that will allow for them to easily log the passengers and route data that they currently have to input manually.

The team will continue the existing programs but will also look to expand and improve them, where deemed appropriate; specifically, only in areas that are believed to increase sustained participation in the program.

Current Commuter Incentive Programs (addresses i., ii., iii. of the RFP)

GDOT's 2011 survey² found that nearly 1/3 (31%) of GCO users had been using the "clean" mode for one year or less. With 1/3 of GDOT's 2011 survey respondents being motivated by financial incentives, the awards program has been an area of great interest to commuters as an incentive. The team will continue the existing programs, but will also look to expand and improve where deemed appropriate; specifically, only in areas that are believed to increase sustained participation in the program. For instance, although participation in the \$25 gift card raffle for logging clean commutes and \$40-60 gas card program for 3+ carpools has been increasing, there has been a decline in the \$3/day benefit for new commuters. It is not uncommon for participation in TDM programs to decrease as gas prices decrease. However, gas prices in Georgia have remained between \$3-4/gallon over the past two years.

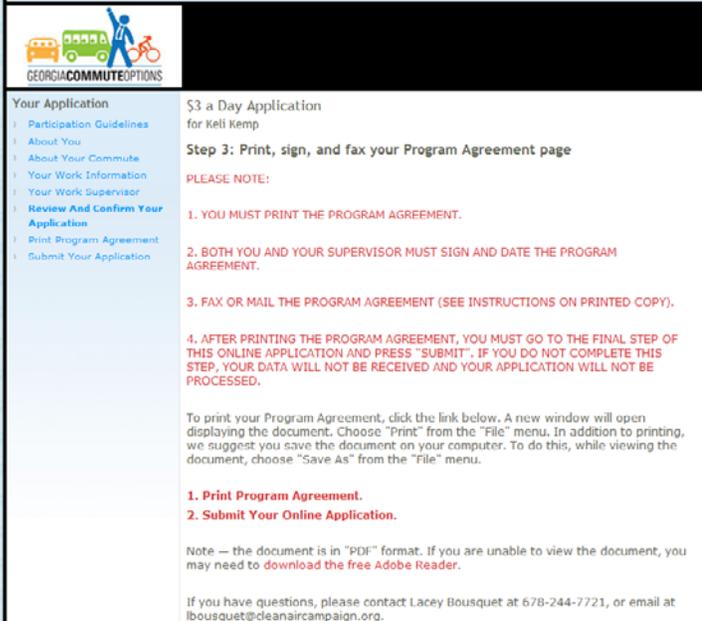
² Commuter Rewards Regional Incentive Program Survey Findings Technical Report, Center for Transportation and Environment, GDOT, 2011.

As a result, gas prices do not appear to be having a direct impact on participation within the program.

In GDOT's 2011 survey, about 2/3 of commuters said they did not find out about commuter rewards incentives until after they had begun participating or they were confused about eligibility for the program. Additionally, 40% of respondents to the same survey indicated that improvement was needed to the logging process. Furthermore, "when asked why they no longer participate in commuter prizes, 40% reported it was too much trouble to log or they forgot to log, a significant increase from the 21% of respondents in 2006 that cited this reason." To increase participation in the \$3/day program and in turn increase sustained participation in the overall GCO Program, the HNTB Team will:

- **Streamline the \$3/day Application Process on the GCO Website** - Currently, to apply for the \$3/day program, a separate application process is required that takes approximately 15 minutes to complete and then requires the employee driver's license number and supervisor signature and can only be mailed or faxed in. Furthermore, unless the participant reads all the fine print in the initial application confirmation email, it's not clear that a separate application process is even required for the \$3/day program. With the merging of the databases currently under way by ARC, it is anticipated that the application process can be streamlined. We will revise the application process to automatically enter the new participant into the \$3/day program after initially signing up for the overall GCO Program so that a separate application process is not required. This could increase participation in the overall GCO Program, as we could capture new applicants that may have otherwise decided not to participate once they realized how difficult it was to sign up for the \$3/day program.

Current Application Process for \$3/day Program



GEORGIA COMMUTE OPTIONS

Your Application

- Participation Guidelines
- About You
- About Your Commute
- Your Work Information
- Your Work Supervisor
- Review And Confirm Your Application**
- Print Program Agreement
- Submit Your Application

\$3 a Day Application for Keli Kemp

Step 3: Print, sign, and fax your Program Agreement page

PLEASE NOTE:

- 1. YOU MUST PRINT THE PROGRAM AGREEMENT.**
- 2. BOTH YOU AND YOUR SUPERVISOR MUST SIGN AND DATE THE PROGRAM AGREEMENT.**
- 3. FAX OR MAIL THE PROGRAM AGREEMENT (SEE INSTRUCTIONS ON PRINTED COPY).**
- 4. AFTER PRINTING THE PROGRAM AGREEMENT, YOU MUST GO TO THE FINAL STEP OF THIS ONLINE APPLICATION AND PRESS "SUBMIT". IF YOU DO NOT COMPLETE THIS STEP, YOUR DATA WILL NOT BE RECEIVED AND YOUR APPLICATION WILL NOT BE PROCESSED.**

To print your Program Agreement, click the link below. A new window will open displaying the document. Choose "Print" from the "File" menu. In addition to printing, we suggest you save the document on your computer. To do this, while viewing the document, choose "Save As" from the "File" menu.

- 1. Print Program Agreement.**
- 2. Submit Your Online Application.**

Note — the document is in "PDF" format. If you are unable to view the document, you may need to [download the free Adobe Reader](#).

If you have questions, please contact Lacey Bousquet at 678-244-7721, or email at lbousquet@cleanaircampaign.org.

Our team has conducted research to understand how the elements (form, amount, and structure) of financial incentives determine their effectiveness in changing commuting behavior.

- **Develop a Mobile App to Improve Participant Logging Process** - See section C2C for further detail.
- **Increase Follow-up with New Registered Participants that Have Not Logged Their Commute Since Joining** - Only 41% of the 2011 survey respondents indicated they had received follow-up. Follow-up for new users is just as critical as consolidating and streamlining the initial sign-up phase for commuters. We will reach out to new registered participants that never ended up logging their commute to determine why they did not change their commute behavior and log their commute and whether or not they understand their eligibility for the \$3/day program. Furthermore, in addition to following up by phone and/or email, optional push notifications could be built into a mobile app in order to remind participants to log their commute after a certain amount of time.

In addition to maintaining and enhancing the administration of the existing incentive programs, we will explore ways to stretch the finances of the commuter rewards program by engaging business partnerships that can donate or augment some of the existing rewards. Strategies that may be considered include partnerships with Racetrac for donating gas cards and approaching regional sports entities for ticket choices available as commuter rewards.

iv. Guaranteed Ride Home Program (GRH)

It is expected that increasing the awareness of the GRH benefit to potential and new GCO participants will increase sustained participation in the GCO Program.

The GRH program is integral to so many TDM program participants, yet previous confusion and misunderstanding about who, where, and how to participate have been problematic for many commuters. GRH programs provide peace of mind for participants knowing they can get home if necessary.

The HNTB Team will work directly with ARC to improve on this program and are open to their experiences and suggestions so that we can compare and contrast with similar programs nationwide. As an example, we may look at reimbursing participants directly as opposed to on-demand taxi service in the Atlanta region. Strategies also include working with one of our private providers, Enterprise, as they have multiple offices in Atlanta, Rome and Macon that can service commuter needs. We

also will seek out new partners, including alternative car rental companies, such as 'Zip Cars,' and traditional car rental businesses, so that a variety of affordable options are available to commuters in need of GRH.

Furthermore, just as we did for the previous Houston METRO system, we will develop a "miniature marketing plan" for the GRH program that includes:

- Expansion of the GCO website to emphasize the GRH program, including Frequently Asked Questions.
- Welcome packets for new poolers, including more information on the GRH program in the general sales and education literature.
- Potentially create a new partnership with AAA that would include GRH as a part of an AAA annual membership. Our analysis shows that the cost and frequency of GRH is similar to the "road call" or "lock out" incidents under AAA benefits.

C2B. EMPLOYER SERVICES

Employer Partnership

One of the main focuses of the HNTB Team's approach will be to increase participation with existing employers, as well as bring new employers on board.

First and foremost, we will evaluate employers' needs to ensure that we are best tailoring our services to them. Our team will work hand-in-hand with current employer participants to offer **turn-key services** to expand the reach of the program within their organization, just as **Byron York** and **Dr. Travis Bradshaw** have done in Houston. We will also actively reach out to new employers.

As part of our partnership with employers, our approach will be to work directly with their communications departments to understand their needs and help them tell their GCO story to employees and external audiences. We'll provide company branded e-newsletters, hyperlinks and website platforms to allow employees to easily register for the GCO Program directly through a workplace website. These efforts will be designed to ensure that employees are well-informed about the benefits their company offers to them.

To facilitate continued engagement with employer partners, our Team will establish an **Employer Advisory Council** representing the variety of participants in the program including private sector, public sector, property managers, schools, non-profits and stakeholder groups.

The Employer Advisory Council will provide feedback to help align the program to respond to the employers' recruitment and retention needs, infrastructure challenges and communication and marketing efforts. This inside knowledge of the challenges and needs of large employers will help us overcome any obstacles that may have historically kept employers from participating in the program; in essence, help us "close the deal." **HNTB has already talked to several large employers where we have established relationships in each of the three regions to gauge interest in joining the Employer Advisory Council and many have responded with great interest.**

"As we continue to grow in Northwest Georgia, it is important to us to do anything we can to keep our transportation network highly functional. There is strong potential for our institution to be a part of the solution, and we would strongly consider helping with a more robust rollout of this program in our region." - Board Member, regional non-profit with more than 1,000 daily drivers in Floyd County

i. Individualized Commute Option Plans

Our team, including **Sean Saffle**, has developed individualized commute option plans tailored towards large companies, universities and colleges and business campuses in other areas and will do the same here in Georgia. Furthermore, as someone who has led both public and private organizations, our Program Manager, Jeffrey Parker, understands what motivates large employers. These customized commute option plans will be based on:

- Streamlined marketing strategies customized to individual employers, including hyperlinked marketing email blasts and employer-specific ridematching analysis
- Reaching out to employers about corporate roles and benefits for adopting 'green' strategies. Employers are interested, but now expect the support of these goals to be provided as a turn-key service and not performed as much by an internally assigned employee
- Consolidating public programs to become part of a single benefit program. We find that employers prefer to work with one benefit provider/consultant than to work with multiple TDM service providers. We have worked effectively to create 'back room' coordination with multiple programs and agencies to allow for effective communication and implementation through a single entity. We do not make other programs go away - we partner in the packaging and administration to present a unified TDM offering to employers
- Tailored telework policies and programs based on the needs of the individual companies
- Development of HR packets for new hires

"Our company places a high value on sustainability and environmental protection. We don't currently participate in the Georgia Commute Options program, but would welcome the opportunity to learn more and get engaged." - Sales Leader, Fortune 100 Company with more than 500 daily drivers in Gwinnett County

ii. Employee Outreach Events

Most community and on-site employer events involve answering questions and an offer of enrollment. Our team will administer the following employee outreach events:

- Lunch-n-Learns - We offer lunch-time sales pitches for interested groups of carpoolers or vanpoolers, typically in groups of 10 to 50 per worksite. This personal approach doesn't take away from the employee's work schedule or require them to stay after work hours
- GCOLink marketing - RidePro allows a customized website per individual employer worksite. We will present the company logo, company commuter benefits and the GCO logo on a customized website page that adds credibility beyond a generic ridematching enrollment website
- Regular email blasts of company efforts - To support ridesharing (and teleworking if deemed appropriate by the employer), hyperlinked directly to the customized employer ridematching enrollment web link
- GCOrewards - Incentives for referrals to the GCO Program

iii. Employer Recognition

The HNTB Team will evaluate the PACE Awards to determine if it yields enough return on effort to continue in its current format. The PACE awards, currently in its 13th year, will see a revamp if continued. Our team will work to elevate and enhance this existing statewide recognized award program. Our intent is to involve more businesses in Rome and Macon for this annual event and to increase the opportunities for businesses that support the goals of the GCO Program to participate more financially as sponsors. We want to add new categories for awards and bring in more participation. Outreach will be conducted to include more media coverage and regional recognition for GDOT and its GCO Program.

In addition, our team has used other methods to recognize employers and employees that may be considered, such as the following:

- Best Workplaces for Commuterssm operated by Phil Winters
- Roger Stone Award or similar award for outstanding van drivers or van administrators
- Plaques with personalized achievements noted for ridesharing signed by the local transportation provider or TDM promoter
- Annual air quality impacts analysis - Many firms will have an individual responsible for "Green Efforts" who will seek out TDM air quality impacts, SOV mileage reductions, gallons of fuel saved to include in their annual Board reports

iv. Employer Education

The HNTB Team will focus employer education efforts on:

- General education about ridesharing
- Benefits of ridesharing to the employer
- Turn-key service offerings
- Employer assistance for ridesharing staff

Employer Education

GENERAL EDUCATION ABOUT RIDESHARING:

- Reduces traffic congestion
- Reduces pollution from vehicle tail pipe emissions
- Serves those persons who can't monetarily afford or physically can't drive alone
- Encourages friendships among persons from the same or close by residential neighborhoods
- Encourages work place team building when riders from the same work place ride to and from work together, employer benefits from extra work related discussions
- Reduces commute anxiety for non-drivers
- Allows extra time for leisure activities or working for non-drivers

EMPLOYER BENEFITS OF RIDESHARING:

- Saved parking spaces - They can possibly rent or sell parking spaces; this is particularly relevant for hospitals or businesses who rent parking spaces
- Reduced absenteeism
- Positive recruitment and retention tool, in competitive hiring environments
- Public recognition of "Green" efforts
- Commuter Choice, tax savings plan for employees - up to \$245 per month (2013 allocation) can be issued by the employer or taken from the employees pay check for transit or vanpool riders tax-free
- Pollution reduction metrics
- Gallons of fuel saved metrics

TURN-KEY SERVICE OFFERINGS:

- CensusSorts for potential ridematching efforts of the firm, with detailed impact analysis giving a range of probability of ridesharing participation
- Co-pay price elasticity analysis and expected employee participation at various levels of employer co-pay participation in ridership fares
- T-Fairs
- Lunch-n-Learns
- Customized employer webpages displaying company offerings, such as co-pays, free, designated, or reduced parking, pre-tax benefits offerings, company and transportation contact information

EMPLOYER ASSISTANCE FOR RIDESHARING STAFF:

- Temporary office or t-fair space for employee registration
- Staff assistance for t-fair events
- Graphics assistance for employer/transportation provider co-branded commute options
- Cash assistance for supplemental ridematching assistance or firm planning
- Planning assistance for corporate relocations
- Donated equipment or supplies to promote ridesharing at their firm and across the region, such as tablet or laptop computers or printing for banners, poster boards, brochures, and enrollment cards

C2C. MASS OUTREACH SUPPORTING COMMUTER AND EMPLOYER SERVICES

Quantity does not equal quality. Our approach to advertising for the GCO Program will be to focus our efforts on targeted audiences that are expected to benefit from the program the most and are most likely to change their commuting behavior. **Jeremy Heilpern** and **Jeff Silverman** will use technology to maximize our advertising dollars and to create a buzz in the communities. We will monitor the performance of the program regularly to ensure we are getting the maximum return on investment.

Targeted Location-Based Advertising

Increasingly digital and mobile advertising platforms allow marketers to deliver messages that are contextually relevant to specific users at specific times when they are at specific locations. Consumers then have the option to instantly interact with the marketer by responding to some form of call to action. With these tools, advertising becomes much more effective in reaching the right

audience, at the right time, in the right location while eliminating tremendous amounts of waste that adds cost and inefficiency to a marketing program.

Some possibilities to use these state-of-the-art technologies for GCO include:

- Promoting teleworking, vanpooling, or carpooling to people who are more than two miles away from a train or bus stop on their GPS application while they are stopped at a light during their evening commute
- Conversely, promoting the use of MARTA during rush hour to people who are within 1 mile of a train station
- Sending promoted tweets that present carpooling or vanpooling benefits to employees on a large corporate campus, allowing them to click a link to join a program or enter their names in a database (system)

We believe these techniques will, more and more, replace the use of traditional mass media and allow GCO to be much more focused in its advertising spend while driving higher levels of interaction and engagement with potential and active program participants.

Creating a Buzz...

Innovative and off-beat advertising and marketing strategies can be used to create a buzz to make switching to an alternate commute option “cool.” Our team will create a mobile app and use social media, including videos, to create a buzz. Other strategies to create a buzz might include:

- Recruit a celebrity spokesperson to highlight the benefits of using commute options - Using our connections with the Atlanta film industry, we can reach out to environmentally conscious celebrities who are in town to film or who are located in Atlanta.
- Capture the benefits of the alternative commuting lifestyle - Have acclaimed local photographers chronicle the benefits of alternative commuting in highly moving and evocative portraits: camaraderie of hip carpoolers/vanpoolers, carpoolers in the HOV lanes speeding by traffic, telecommuter in comfortable surroundings with her dog at her feet, person laughing and sharing a video on his phone while riding MARTA. The very best photos could then be placed as murals on key outdoor spaces around town or in malls.
- Affinity Program - Work with Groupon, local retailers, and event venues to create a rewards card program for alternative commuters. As points accumulate for participating in the GCO Program, commuters earn discounts for merchandise or gain access to special entertainment events.
- Reward alternative commuters with special unexpected surprises - Arrange for telecommuting discounts on internet service from Comcast or AT&T or provide occasional free breakfasts to vanpoolers.

Mobile Application Development

Mobile technology has advanced significantly since the last CTE survey was done in 2011 when 40% of survey

The GCO Program would benefit from the development of a mobile application that makes it easier for users to sign up for programs (including carpool and vanpool matching), log their participation, and to keep abreast of awards and their redemptions.

respondents said they would be interested in finding an easier way to log their commute and an app was considered for development.

Over time, it is our belief that we can move from user-initiated engagement (logging into a website) to proactive support of users. We can build functions to not only log your commute, but make it easier and more instantaneous to find carpool partners who have similar schedules, locations and even interests, as well as send smog alerts and log-in reminders. Going further, a GCO application leveraging GPS data feeds could notify carpoolers of road condition problems ahead and reroute them. A giftcard could be sent directly to a phone for immediate redemption the instant an award threshold has been met.



HNTB's Potential GCO App

The possibilities of creating ever increasing utility for participants in the GCO Program would help to engage and retain more users, while increasing logging of participation in real time, and creating a ‘cool factor’ for alternative commuting. Clearly, it is the goal of the GCO Program to drive more broad scale societal support and adoption of alternative commuting behaviors. Implementing technologies that serve, and even amaze, users will go a long way toward driving this type of long-term, beneficial attitudinal and behavior change.

Social Media

Social media can be an affordable and efficient way to build profile and affinity for the GCO Program among consumer/employee audiences. Today, GCO's presence in social media enables the organization primarily to make announcements and post endorsements. There is relatively low involvement and engagement among users on GCO social sites; the recent summer outreach and the ‘decorate a van’ (on Facebook) promotion fell well short of anticipated participation. There is an opportunity to better promote incentives and encourage participants to “like” various commute option alternatives and share more of their personal involvement in these alternatives with their friend, family or colleague networks (LinkedIn). This can be done by offering new incentives or contests to “likers” and even by introducing gamification to these platforms.

Gamification might include one company division or site location competing against others in the area. A contest could involve adding users to the carpooling database via Facebook. The winning division would then get a prize, or, we could create a contest on Vine or Instagram for teams that earn the most 'likes' for videos or pictures posted of team members using commute alternatives. These examples demonstrate ways to expand GCO social communities and drive a much higher degree of engagement on these platforms.

Additionally, social sites may allow us to promote the GCO Program to company employees in more targeted ways. We can post or assist in posting information to corporate pages of large organizations on LinkedIn to promote incentives available, promote the benefits of commute alternatives and to encourage participation in contests. This type of activity would augment emails and other techniques historically used to drive awareness of GCO Programs to employee populations of large organizations. This type of communication is highly targeted down to the company level and the cost to participate is very low.

The HNTB Team envisions shifting mass advertising tools to social platforms that allow for much more effective targeting and messaging while achieving much greater efficiencies.

Videos

Aaron Azpiazu and **Dan Costa**, along with their proprietary network of 600 content creators, have a collective talent pool that will allow for the cultivating of the absolute best creative ideas and final video products. As part of the mass advertising, outreach and education efforts, we anticipate creating videos for general advertising online, across social media and YouTube (via a channel that we can design and manage), as well as instructional videos for employers or employees new to the program.

Our team's business model of utilizing our proprietary network of content creators, most of which are current or recent film students, coupled with our leading edge professional staff, allows our team to create high quality videos for a reduced cost.

C2D. REGIONAL PUBLIC RELATIONS CAMPAIGN

HNTB has assembled a first class communications team to take the regional public relations campaign to the next level. Most importantly, our team will align the GCO brand with

In a 2010 survey³ conducted by CTE, LESS than one in four respondents were able to name a program, organization, phone number or website in the Atlanta region that provides transportation information or resources to help them with alternative commute choices, while 90% agreed that air quality was a significant issue in the region and 98% said that traffic congestion is an issue.

GDOT and make sure GDOT gets credit for its success. **Cara Hodgson**, former Deputy Spokesperson for MARTA, will lead the Awareness/Communications Unit that will update and maintain the GCO website; write correspondence, articles, op-ed pieces, speeches, and presentations; produce magazines and newsletters, including e-newsletters and e-magazines; produce all printed collateral materials; and develop and purchase promotional items. At the same time, our team's marketing, communications and public relations program will continue the GCO Program's customer-focused approach to promoting commute alternatives as well as leverage innovative and cost-effective communication tools, advertising opportunities and social media and technology platforms to engage a broader audience and increase program participation.

We will focus on continuing to best understand and respond to the needs of the current participants (employers and commuters), as well as assess the needs of non-participants in order to increase GCO Program participation. Our messaging will promote the benefits of participating in the program including cost- and time-savings, stress reduction, rewards for program participation, employee and employer benefits, and the opportunity to improve the quality of life and economy in our region and state.

Our team has an extensive background in public and private sector communications, as well as experience and best practices knowledge from a variety of media markets throughout the country. In addition, the Awareness/Communications Unit has an established working relationship with the GDOT Communications Department implementing the Georgia Express communications outreach program. The team has a clear understanding of the Communications Department's streamlined workflow and approval processes and procedures.

Georgia Commute Options Brand

Through all our communication efforts, we will continue to establish GCO as a premier, nationally recognized TDM program and align the program's goals and achievements with GDOT.



³ 2010 Metro Atlanta Regional Commuter Survey Results, conducted by the Center for Transportation and the Environment on behalf of GDOT

All advertising, marketing, communications and media relations activities will be branded under the GCO Program. The Awareness/Communications Unit will, at every turn, solidify the GCO brand across all programs, outreach efforts, collateral materials, digital resources, events and media stories. Communications staff will solely represent the GCO Program in all activities and materials. All team members will be known as GCO employees.

Furthermore, the GCO brand has the potential to become the 'face' of vanpools throughout the region. Our team has an extensive partnership, reflecting years of successful collaboration, with the private vanpool providers. That partnership can assist with moving forward with wrapping participating vans in the Atlanta, Rome and Macon vanpool programs with the GCO logo. Additional elements for the wrapping can be magnetic tags that can be interchanged for each van that highlights their destination and origination points. The vans themselves can become rolling billboards that highlight specific routes as well as promote the regional ridematching system. Each vanpool can create up to several thousand impressions per weekday. Furthermore, to increase the reach of the GCO brand, registered carpoolers will receive GCO logo clings to post on their vehicles.

Media Outreach Plan

The HNTB Team will establish a proactive, comprehensive media outreach plan centered on the GCO Program's customer-focused, easy-to-use commuter services and the positive impact the program has on the quality of life, environment and economic success of our region and state. To regularly generate positive media coverage, we will leverage innovative customer-friendly services such as the development of the mobile app noted earlier.

The Communications Team will establish a consistent plan for regular media engagement to keep the public informed about GCO's activities. The team has well-established media relationships in Atlanta and will strengthen relationships with media outlets in Rome and Macon to provide regular program updates and keep them actively involved in the program. Our outreach efforts will be based around an extensive communications content calendar, to include reporter briefings, exclusive interviews, articles, press releases, media events and social media communications that will support regular engagement with our audiences. We will maintain close working relationships with reporters focused on transportation and traffic issues to keep them well-informed about the program.

Audiences

The team will maintain regular communication through a variety of channels with all stakeholder groups in the Atlanta, Macon and Rome regions to encourage and increase participation, as well as keep audiences informed about the program and aware of program successes. Messaging will be tailored to these key audiences:

- Commuters
- Employers (private, public, non-profit, property managers, schools)
- Partners (TMAs, transit systems, vanpool programs, state/local agencies)
- Stakeholders (elected officials and local leaders)
- Community
- Media

Leveraging Additional Communications Opportunities

As GDOT's consultant on numerous programs and projects, the Awareness/Communications Unit will work across programs to align the GCO messages with other GDOT communications outreach activities. In particular, HNTB is already coordinating the overall Georgia Express communications plan, a program which has a direct link to GCO through vanpool and transit services.

GCO Website

Working with our team of researchers and national experts, we will enhance the website and include opportunities for online surveys and also to spotlight TDM success stories, such as a 'vanpool or carpool of the month.' We envision being able to include some very fresh YouTube featurettes and advertisements. Furthermore, to make it fun for commuters, we can develop an interactive element that would utilize Google on-street images to guide the individuals from their homes to the nearest park and ride, bus stop, vanpool/carpool, or other alternative commute option available to them using live images from their route.

Summary of Why HNTB?

In summary, the HNTB Team will:

- Allow GDOT to regain control of the GCO Program
- Provide thought leadership and lessons learned to improve areas where needed
- Use a performance-driven approach to take the GCO Program to the next level

The HNTB Team is fully committed to GDOT on both an individual and a corporate level. Our staff has worked side-by-side with GDOT for the last 40 years. Every one of us believes in the importance of the GCO Program and is committed to supporting GDOT's efforts in changing commuting habits for the Atlanta, Rome and Macon regions. The proposed level of effort brings value to the GCO program and is scaleable according to GDOT's needs. We are truly excited to join GDOT in taking the GCO Program to the next level!

APPENDIX



EXHIBIT I

CERTIFICATION FORM

I, Jeffrey A. Parker, being duly sworn, state that I am Vice President (title) of _____

HNTB Corporation (firm) and hereby duly certify that I have read and understand the information presented in the attached proposal and any enclosure and exhibits thereto.

I further certify that to the best of my knowledge the information given in response to the Request for Proposal is full, complete and truthful.

I further certify that the Proposer and any principal employee of the Proposer 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.

I further certify that the Proposer 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 Proposer is not now under consideration for suspension or debarment from any such agency.

I further certify that the Proposer has not in the immediately preceding five (5) years been defaulted in any federal, state or local government agency contract and further, that the Proposer is not now under any notice of intent to default on any such contract.

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 GDOT may contact any individual or entity named in the Proposal for the purpose of verifying the information supplied therein.

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

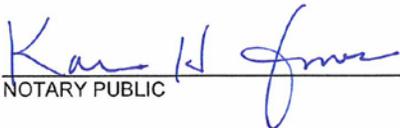
A material false statement or omission made in conjunction with this proposal is sufficient cause for suspension or debarment from further contracts, or denial of rescission of any contract entered into based upon this proposal thereby precluding the firm from doing business with, or performing work 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.



Signature

Sworn and subscribed before me

This 28th day of October, 2013



NOTARY PUBLIC

My Commission Expires: 04/07/15



EXHIBIT II

GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT AFFIDAVIT

Solicitation No. : RFP 484-112213
 Solicitation Name: Georgia Commute Options Program
 Respondent's Name: HNTB Corporation

STATE OF GEORGIA
 CONSULTANT AFFIDAVIT

By executing this affidavit, the undersigned Consultant verifies its compliance with O.C.G.A. §13-10-91, stating affirmatively that the individual, firm, or corporation 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,* in accordance with the applicable provisions and deadlines established in O.C.G.A. 13-10-91.

The undersigned Consultant further agrees that it will continue to use the federal work authorization program throughout the contract period and, should it employ or contract with any subconsultant(s) in connection with the physical performance of services pursuant to this contract with the Georgia Department of Transportation, Consultant will secure from such subconsultant(s) similar verification of compliance with O.C.G.A. § 13-10-91 on the Subconsultant Affidavit provided in Rule 300-10-01-.08 or a substantially similar form. Consultant further agrees to maintain records of such compliance and provide a copy of each such verification to the Georgia Department of Transportation at the time the subconsultant(s) is retained to perform such service.

E-Verify 65482
 EEV / E-Verify™ User Identification Number

 BY: [Signature]
 Authorized Officer or Agent
 (Contractor Name)

November 2, 2007
 Date of Authorization
10/28/13
 Date

Vice President
 Title of Authorized Officer or Agent of Consultant

Jeffrey A. Parker
 Printed Name of Authorized Officer or Agent

SUBSCRIBED AND SWORN
 BEFORE ME ON THIS THE

28th DAY OF October, 2013

[Signature]
 Notary Public

My Commission Expires: 04/07/15



*or any subsequent replacement operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603

ADDENDUM 1 - QUESTIONS AND ANSWERS
for
RFP 484-112213: Georgia Commute Options Program

ISSUE DATE: 02/13/13

Note please review carefully!

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 form (this page) MUST be attached to your Bid Form

Firm Name HNTB Corporation

Signature  Date November 13, 2013

Typed Name and Title Jeffrey A. Parker, Vice President

Georgia Department of Transportation (GDOT)
Attn: Kip Marshall
One Georgia Center
600 W. Peachtree Street, NW
19th Floor
Atlanta, Georgia 30308

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

The purpose of this form is to provide:

I. Answers to the written questions received concerning the RFP document:

	Question	Answer
1	In Exhibit III on page 16 of the RFP, should the "quote for the sum of the proposed budget" represent the annual cost or total for all three years?	The Fee Proposal Form should represent the proposal for the entire period of the three (3) year agreement; see Section III of this Addendum below.
2	Please confirm that the prorated score calculation formula is correct on Exhibit III page 16 which defines <u>R as cumulative fee figure of the proposal with the lowest fee proposal to GDOT</u> and that page 8 incorrectly defines R as the cumulative fee figure <u>score of the proposal with the lowest fee.</u>	See Section II below.
3	Can you please clarify what specific information is needed for Section 2C – History, Growth, and Resources: Financial Information?	For Section 2C of the History, Growth, and Resources component, the Proposal should demonstrate the general financial stability of the firm.
4	Attainment Area Funding - Page 5, E – Follow-Up, the RFP states that the program is to be implemented "throughout the State", but does not provide any indication as to the amount of or type of funding to be provided by GDOT to support that effort in the attainment areas. What funding source is available for implementation statewide?	This contract will be implemented in the state's nonattainment areas only. The awarded consultant will <u>not</u> be expected or allowed to provide any services in the state's attainment areas.

5	Per Page 5, F – Ridematching - Will ARC continue to provide ride matching services for the areas outside of the ARC service area?	The Atlanta Regional Commission will provide all ridematching services for the state's nonattainment areas. The awarded consultant will support these activities.
6	Page 6, J – Funding Limitations and Prohibitions - Will GDOT be providing 100% of whatever federal match is required for the CMAQ funds?	GDOT will provide the necessary match associated with this project.
7	Exhibit III - Fee Proposal Form - How many years are to be included in the budget? On page 2, A, the RFP refers to a three (3) year agreement.	The Fee Proposal Form should represent the proposal for the entire period of the three (3) year agreement; see Section III of this Addendum below.
8	GDOT's current approach to measuring/reporting some GCO activities includes capturing employer outreach activities and commute mode counts in a Salesforce system operated by the consultant, and then generating standard reports from that Salesforce system for GDOT's designated measurement contractor. Does GDOT plan to continue to utilize the Salesforce.com system as a critical relationship management/reporting system during the next 3 years?	GDOT intends to work with the awarded consultant to determine the most appropriate software for the management/measuring/reporting of GCO activities. At this time, Salesforce is the current software being used in the region by all TDM vendors.
9	Does GDOT plan to continue to utilize the VMR Tracker application for Salesforce, as a critical add-on application for nonattainment area TDM activities and reporting?	GDOT intends to work with the awarded consultant to determine the most appropriate software for the management/measuring/reporting of GCO activities. At this time, Salesforce is the current software being used in the region by all TDM vendors.
10	Does GDOT desire that the winning consultant utilize Salesforce.com and the VMR Tracker in order to take full advantage of program measurement/reporting strategies?	GDOT intends to work with the awarded consultant to determine the most appropriate software for the management/measuring/reporting of GCO activities. At this time, Salesforce is the current software being used in the region by all TDM vendors.
11	Does GDOT require that the winning bidder generate reports in the format that GDOT's measurement contractor has developed?	GDOT will work with the awarded consultant to determine the most appropriate reporting format.
12	GDOT's current contractor provides a team of AWA consultants that not only support the promotion of telework and compressed work week programs, they work directly with interested employers to IMPLEMENT telework and compressed work week programs. Specific services provided as a part of the current Georgia Commute Options program includes, but is not limited to, the following services: -AWA program design and development consulting to employers -AWA policy and agreement consulting -Conduct AWA focus groups for participant feedback at employer sites -Conduct Telework training for both teleworkers and telemanagers -Conduct surveys of both teleworkers and telemanagers at employer sites, and provide program reports back to the employers Does GDOT desire that consultant provide a team	The awarded consultant will be responsible for promoting and developing Alternative Work Arrangements as part of the overall Georgia Commute Options program, as specified in section II. C., Employer Services.

	of dedicated AWA consultants to provide the implementation services listed above directly to employers?	
13	Will consultant be expected to take responsibility for any active AWA consulting projects in place at start of contract period, and to complete those projects?	The awarded consultant will be responsible for continuing the ongoing services and activities throughout the nonattainment areas, as outlined in the RFP.
14	Does GDOT desire that AWA consulting team support all nonattainment area TDM Outreach staff in the pursuit of AWA projects? If so, does GDOT desire that as consultant provides support for AWA outreach, activities and teleworker counts are to be captured in a Salesforce.com system consistent with those in use by the TDM organizations currently operating in the nonattainment area?	GDOT intends to work with the awarded consultant to determine the most appropriate software for the management/measuring/reporting/tracking of GCO activities. At this time, Salesforce is the current software being used in the region by all TDM vendors. The awarded consultant should be capable of using the Salesforce system.

II. Section IV, Selection Process, subparagraph C., Final Evaluation, is hereby deleted in its entirety and replaced with the following:

C. Final Evaluation

1. *Technical Score Adjustment:* Scores for the proposals will be adjusted to maintain the eighty / twenty percent (80% / 20%) balance between the technical and cost phases. The scores for each respondent in each category will be added to arrive at a raw score per evaluator. The scores from each evaluator per respondent will be added and averaged to arrive at a raw score per respondent. The proposal with the highest technical raw score will be adjusted up to eight hundred (800) points. All other proposals will receive a prorated technical score calculated using the following formula:

$$A/B \times 800 = C$$

Where: A = Technical score of the proposal being adjusted.
 B = Original technical score of the highest-ranking technical proposal.
 C = Assigned points for proposal being adjusted.

2. *Fee Score Adjustment:* The fee proposal with the lowest cumulative fees as defined in Exhibit 3 for will be awarded two hundred (200) points. All other fee proposals deemed to be acceptable will receive a prorated score calculated using the following formula:

$$R/L \times 200 = Z$$

Where: R = Cumulative fee figure of the proposal with the lowest fees proposed to GDOT.
 L = Cumulative Fee figure of the proposal being scored.
 Z = Assigned points for the fee proposal being scored.

III. EXHIBIT 3, Fee Proposal Form, is hereby deleted in its entirety and replaced with the attached EXHIBIT 3, see page 4.

**EXHIBIT 3
FEE PROPOSAL FORM
(MUST BE SUBMITTED IN SEPARATE SEALED ENVELOPE)**

Date: _____.

Proposing Firm: _____.

Contact: _____
(Telephone) (Fax) (E-mail)

Re: **RFQ-RFP 484-112213 – Georgia Commute Options Program**

The contract for the Georgia Commute Options Program has historically been budgeted in the manner below. The selected consultant must follow the same budget breakdown, within five percentage (5%) points for each area below:

Historic Budget Breakdown	Service-specific Cost Breakdown	Allowable Budget Range
Mass Advertising	18%	13%-23%
Public Relations	9%	4%-14%
Employer Services, Outreach, and Education	55%	50%-60%
Follow-up with program participants	10%	5%-15%
Program Administration	8%	3%-13%

The Proposer shall provide a budget breakdown for the cost of anticipated services rendered based on the categories and percentages listed above. **The Fee Proposal will only be accepted if the budget breakdown is aligned within the allowable ranges.**

Proposed Budget Breakdown	Year One (1) Cost Breakdown	Year Two (2) Cost Breakdown	Year Three (3) Cost Breakdown	Percent Breakdown
Mass Advertising	\$			%
Public Relations	\$			%
Employer Services, Outreach, and Education	\$			%
Follow-up with program participants	\$			%
Program Administration	\$			%

The **sum of the fees** quoted above for this proposal will be used for evaluation purposes only.

GDOT reserves the right to modify the individual budget category year-to-year totals, without exceeding the sum of the proposed budgets for that year during the contract period.

As Stated in RFP Section III.B), the Fee Proposal with the lowest amount above will be awarded two hundred (200) points. All other Fee Proposals deemed to be acceptable will receive a prorated score calculated using the following formula:

$$R/L \times 200 = Z$$

Where: R = Cumulative fee figure of the proposal with the lowest fee proposal to GDOT.

L = Cumulative fee figure of the proposal being scored.

Z = Assigned points for the fee proposal being scored.



November 14, 2013

Mr. Terrel Shaw, PE
Associate Vice President
HNTB Corporation
7077 Bonneval Road, Suite 600
Jacksonville, FL 32216

Dear Terry:

It is a professional privilege to provide a recommendation letter about you and your team at HNTB regarding the data collection that you provided for the North Florida TPO for our upcoming ride share campaign focused on regional participation from targeted employers. The information was available on a thorough and timely manner done in a very specific way that gave us the foundation for our continued efforts. By honoring timelines and following client direction coupled with your input is a hallmark of our relationship with HNTB. As one of three general consultants for the North Florida TPO, I have worked with you and your team on varied studies and initiatives and have always appreciated the very strategic approach you have to our agenda. I am also enjoying our work together on the "Path Forward 2040" Long Range Transportation Plan 2040 Update and appreciate several creative approaches you have brought to this two-year initiative.

Sincerely,

A handwritten signature in blue ink that reads "Marci Larson".

Marci Larson, ABC
Public Affairs Manager

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Our contract with 2Plus is for the program administration, business development and support services required to successfully deliver the METRO Star Regional Vanpool service in an eight-county transportation management area in and around Houston Texas. This 2007 contract represented our agency's change from an internally operated vanpool service to a contractor-operated service. The first order of business for the contractor was to consolidate our existing regional vanpool program with another vanpool demonstration project operated by this region's MPO. 2Plus successfully merged the two programs into one service, with:

- centralized ridematching services;
- outreach and sales efforts aimed at area employers, organizations, buildings, business districts and other groups;
- a customer service contact center for telephone calls, web and email inquiries, and written requests and registrations or rideshare administration;
- marketing and public relations for the consolidated program;
- customer communications initiatives and materials;
- vanpool incentive administration and distribution;
- financial and service data gathering and reporting, including for NTD reporting; and
- other vanpool service functions deemed appropriate for METRO's program.

Following the consolidation of programs, which occurred without the rider displacement we had anticipated, 2Plus restructured the vanpool program to help METRO create a more sustainable long-term approach to service delivery. This included centralizing leases for vanpool vehicles, centralizing the participant and employer billing processes and creating a new brand name and image for the service. METRO has experienced a strong increase in market awareness of the service and positive perceptions of vanpooling as an option throughout the transportation management area. A recent customer satisfaction survey confirmed that our riders have accepted and benefitted from the structural changes to the program. The major structural changes have been accomplished with minimal disruption of customer relations and perceptions.

Today, the METRO Star service includes about 700 vanpools transporting approximately 7,000 passengers more than 60,000,000 passenger miles per year.

In addition to the direct work with METRO to manage and deliver this service to our customers, 2Plus has worked with neighboring transit agencies and other stakeholders in our marketplace to expand the availability of vanpool and related TDM services. This work has included helping one agency secure JARC grant funds through our state department of transportation to support expansion of our regional vanpool program into additional parts of their service area not included in the eight-county TMA.

I feel 2Plus has added positive value to the vanpool foundation we had in the Houston region prior to their first contract. They have brought us new customer service and outreach tools and approaches that are proving successful and have helped us to build greater awareness of a much more visible and viable transportation service. I have found them to be responsive to our project management and contract administration expectations and requirements. In addition to performing the work assigned to them well, they are a valued counsel to our agency on TDM matters. They have continually maintained costs at or below the not-to-exceed values and rates.

I would be more than happy to answer any questions you may have about the services they provide to METRO.

Sincerely,

David E. McMaster
Director, Regional Vanpool
Metropolitan Transit Authority
1900 Main
Houston, Texas 77002
713-739-3895
David.McMaster@RideMETRO.org



Letter of Reference on behalf of 2Plus, Inc.

Prior to my retirement as Manager of the Washington State Department of Transportation's TDM Resource Center in Seattle, I contracted with 2Plus for two major TDM projects. To give some perspective – and with some admitted pride – I want to note that the TDM Resource Center was twice awarded the National Public Leadership Award for TDM by the Association for Commuter Transportation. 2Plus' work was at the core of one of those awards.

Our two contracts with 2Plus focused on analyzing market potential for public vanpooling in the Puget Sound region. 2Plus also provided recommendations to capture an increasing amount of the huge untapped market for vanpooling that they identified. Virtually all of this work was far beyond anything that had previously been done in the country to look at the ultimate potential for vanpooling in a major metropolitan region.

Much of 2Plus' work for us also touched on, and ultimately affected, other aspects of TDM planning and service provision in the region. For example, they provided us with our first ever market-based projection methodology for identifying potential for any form of ridesharing between any linked origins and destinations. That and the vanpool market analysis were important resources my staff used to gain approval of a \$450,000,000 TDM plan for the region's I-405 corridor.

A very important and unique attribute that 2Plus brought to their work for us is that not only are the very capable researchers, they are also highly experienced TDM service providers in both urban and rural areas. The latter factor continually brought reality to their work.

I would also like to note that WSDOT doesn't operate vanpools. In the Puget Sound region vanpools are operated by six independent county-based transit agencies. WSDOT wanted to see vanpooling increase more rapidly. 2Plus was required to work very respectfully and sensitively with the individual program operators, which they proved quite capable of doing.

2Plus always delivered its work for us on agreed to schedules and within budget.

Although I am now retired, I am very pleased to discuss my experience with 2Plus at any time.

Sincerely;

A handwritten signature in black ink, appearing to read 'John D. Shadoff', written in a cursive style.

John D. Shadoff
Manager, WSDOT TDM Resource Center (retired)

Current Contact Information:
1919 Broadway East, Seattle, WA 98102
206 324-4812
jdshadoff@comcast.net



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION



2800 BERLIN TURNPIKE, P.O. BOX 317546
NEWINGTON, CONNECTICUT 06131-7546

Phone:

To Whom It May Concern:

2Plus has undertaken a number of projects for the Connecticut DOT over the past fifteen years. In addition to the TDM/ridesharing services summarized below, they also published the Commuter's Register® multi-modal print and online ridematching service for us from 1995 to 2004.

2Plus has proven to be a good partner with us. They have worked cooperatively with a number of state and regional TDM promoters, as well as transit and vanpooling providers.

They have done a number of research studies for us including:

- Awareness of Shore Line East rail service
- CT Transit express bus transit routes
- Affinity products' use on vanpooling promotion.

They have undertaken education and marketing efforts to promote the following:

- Commuter Choice
- Telework
- Vanpooling
- Carpooling
- Transit
- Rail.

The three most recent projects that 2Plus has partnered with us on are summarized below.

Statewide Ridesharing (1995 - 2009)

2Plus, had a multi-year commitment with the Connecticut Department of Transportation (ConnDOT) to promote statewide TDM efforts including outreach efforts to promote vanpools, carpools, transit, telework, and rail commute modes throughout the state of Connecticut.

In this project 2Plus partnered with statewide TDM operators and advertisers, including bus and vanpool providers, and local TDM agencies tasked with promoting TDM in their geographic areas. In addition to the marketing of TDM services, 2Plus conducted a number of research studies to measure awareness levels of TDM service offerings for rail, bus, vanpool, Commuter Choice, and other ConnDOT sponsored services. This required working with local operators, TDM agencies, and regional planning agencies.

Annual Project Budget: \$200,000 to \$400,000

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Southern Connecticut Vanpool Program- (2000 to Present)

The Southern Connecticut Vanpool Program was established by the Connecticut Department of Transportation and originally known as the Southern Connecticut Vanpool Demonstration Program (SCVD). This program was mandated by the Connecticut State Legislature, designed to reduce congestion in southern Connecticut (SoCT) by five percent over a five-year period.

The SCVD was designed to create a dedicated program to develop new approaches and products for the unique needs of SoCT. The SCVD also included the addition of local sales support and customer service staff to assist the local rideshare/commuter assistance offices in developing a wider range of commuter vanpools. The state of Connecticut's statewide vanpool program, Easy Street, was included in the vanpool product line for SoCT. The creation of the SCVD also included the partnering of 2Plus with VPSI. This was done in order to focus on working together on an expanded product line rather than continuing with the historical arrangement of operating separately.

Sales materials and pricing information were developed and made available on-line. New sales support services were also developed, including: 1. A "Cluster Analysis" of employers to identify potential groupings, and 2. A GIS mapping service which could plot employers by size, business, and proximity to rail, highways, and transit lines. The future marketing program was also integrated with other State funded projects. A new and more widely targeted employer contact plan helped to contact employers in the mid and small size range.

The program was successful as a demonstration program and it became a fully funded and operational program sponsored by ConnDOT.

Annual Program Budget: ~\$250,000

Alternative Fueled Vehicle Program-Connecticut (1995-2007)

2Plus was the administrator of the state of Connecticut's alternative fueled vehicle program. This was a multi-million dollar program administered by 2Plus from 1995 to 2007. As administrator, 2Plus worked with fleet managers and mechanical engineers to analyze data and produce reports on the project. 2Plus was also charged with ensuring that each participating agency or business submitted data reports on their respective alternative fueled vehicles.

The program placed over 200 alternative fueled vehicles on the road. The program expanded every year and included alternative fueled school buses, trash trucks, dump trucks, police cars, cabs, and a range of other vehicles.

Annual Project Budget: \$1,200,000 to \$1,800,000 for program administration and vehicle acquisition

Please feel free to contact me with any questions that you may have.

Sincerely,



Michael Sanders
Transit Administrator



To Whom it May Concern,

The student marketing team and I at Adobe have been working with Ideas United for the past year, and we have been consistently pleased with the quality and relevance of the videos and experiential marketing efforts they've produced for us.

Adobe chose Ideas United to put our new software in the hands of tens of thousands of students across the country and used the opportunity to also produce multiple video campaigns ranging from ads about our products to a web series around "Why I Create." The pieces showcased the convergence of our product and our consumers' preferred lifestyles. The IU team and their content creators were great partners, and we were so pleased we've commissioned new ads from IU and showcase the ads on our billboard in Times Square. As our company has shifted from a software sales focus to a monthly membership focus, we've needed to educate students and emphasize behavioral change, and Ideas United has consistently delivered.

We are currently in our second contract of partnership and enjoying the fruits of an IU-Adobe relationship. Other companies looking for video production and experiential marketing expertise with turnkey service must consider Ideas United, and I believe HNTB and GA Department Of Transportation's Georgia Commute Options will benefit from such a collaboration.

Sincerely,

AnnMarie Baba

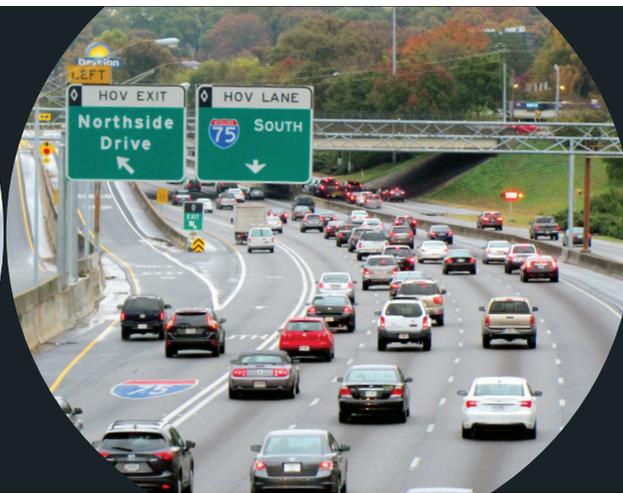


AnnMarie Baba

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