



Huntsville, Alabama

305 Fountain Circle
Huntsville, AL 35801

Cover Memo

Meeting Type: City Council Regular Meeting **Meeting Date:** 4/23/2026

File ID: TMP-6818

Department: Planning

Subject:

Type of Action: Approval/Action

Resolution authorizing the Mayor to enter into an agreement with DB ECO North America, Inc. for Professional Services related to the Huntsville Area MPO Intercity Passenger Rail Study.

Resolution No.

Does this item need to be published? No

If yes, please list preferred date(s) of publication: N/A

Finance Information:

Account Number: TBD

City Cost Amount: \$ 348,874.55

Total Cost: 348,874.55

Special Circumstances:

Grant Funded: N/A

Grant Title - CFDA or granting Agency: N/A

Resolution #: N/A

Location:

Address: N/A

District: District 1 District 2 District 3 District 4 District 5

Additional Comments:

RESOLUTION NO. 26-

BE IT RESOLVED by the City Council of Huntsville, Alabama, that the Mayor, or his designee, in his official capacity, be, and is hereby authorized to enter into an Agreement by and between the City of Huntsville and DB ECO North America, Inc., on behalf of the City of Huntsville, a municipal corporation in the State of Alabama, for services related to the Huntsville Area MPO Intercity Passenger Rail Study, in the amount of Three Hundred Forty-Eight Thousand Eight Hundred Seventy-Four Dollars and Fifty-Five Cents (\$348,874.55) which said agreement is substantially in words and figures similar to that certain document attached hereto and identified as “Agreement Between the City of Huntsville and DB ECO North America, Inc. for Professional Services” consisting of twelve (12) pages, including an additional eighty-seven (87) pages for the scope of work, and the date of April 23, 2026, appearing on the margin of the first page, together with the signature of the President or President Pro Tem of the City Council, and executed copy of said document being permanently kept on file in the office of the City Clerk of the City of Huntsville, Alabama.

ADOPTED this the 23rd day of April, 2026

President of the City Council of the
City of Huntsville, Alabama

APPROVED this the 23rd day of April, 2026

Mayor of the City of Huntsville, Alabama

**AGREEMENT BETWEEN THE
CITY OF HUNTSVILLE AND DB ECO
NORTH AMERICA, INC. FOR
PROFESSIONAL SERVICES**

STATE OF ALABAMA)
)
COUNTY OF MADISON)

This Agreement is entered into by and between the City of Huntsville, Alabama, a municipal corporation (hereinafter referred to as “City” or “Client”) and DB ECO North America, Inc. (hereinafter referred to as “DB ECO” or “Contractor”), a Delaware corporation, on this the 23th day of April, 2026. The City and DB ECO hereby agree as follows:

WITNESSETH

NOW THEREFORE, in consideration of the mutual promises and covenants, herein contained, the parties hereby agree as follows, to wit:

1.0 Scope of Work.

DB ECO will coordinate with the Huntsville Area Metropolitan Planning Organization (“MPO”) in developing an Intercity Passenger Rail Study (hereinafter the “Study”).

The Intercity Passenger Rail Study will look at potential corridors for passenger rail from Huntsville and recommend investments based on current and future demand along those corridors. The study will include data on the current and projected number of daily trips between the Huntsville metropolitan area and other nearby metros. If passenger rail is identified as a feasible project on one or more corridors, the Contractor will identify potential sites for a passenger rail station in the Huntsville MPO study area, as well as prepare all documents necessary for a future application to the Federal Railroad Administration’s Corridor Identification and Development Grant program (Step 1).

The Scope of Work for this Agreement is described more fully in the proposal submitted by DB ECO, which is attached hereto and incorporated by reference as Exhibit “A”.

DB ECO shall provide its services in accordance with the normal degree of care and skill of other reputable Planners providing similar services on similar projects of like size and nature at the same time and in the same locale as this project.

2.0 Contract Amount and Payment Schedule.

The City will pay to DB ECO a total amount of Three Hundred Forty-Eight Thousand Eight Hundred Seventy-Four Dollars and Fifty-Five Cents (\$348,874.55) for the products and services provided by DB ECO pursuant to this Agreement.

The City shall pay the said amount in monthly payments based on the percentage of the Work completed by DB ECO for the month billed. Payment shall be due thirty (30) days from the date the City receives the monthly invoice from DB ECO.

3.0 General Terms and Conditions

3.1 Notices.

All notices (a) shall be in writing, (b) shall be deemed served on the date on which they are actually received, and (c) shall be served by (i) personal delivery, or (ii) United States First Class Certified or Registered Mail, Return Receipt Requested, properly addressed with postage prepaid or (iii) a nationally recognized overnight courier/delivery service (i.e. Federal Express, United Parcel Service, etc.) or (iv) electronic transmission ("E-mail") in conjunction with one of the other methods of delivery set forth in subparagraphs (i), (ii) or (iii), each addressed as follows:

DB ECO North America, Inc.
Clayton Johanson
222 South Riverside Plaza Suite 1500
Chicago, IL 60606
Clayton.johanson@db-eco.us; copy to legal@db-eco.us

City of Huntsville
Attention: Dennis Madsen
P.O. Box 308
Huntsville, Alabama 35804
(256) 427-5101
Dennis.Madsen@huntsvilleal.gov

3.2 Project Staff.

Principal Consultant
Clayton Johanson
(916) 827-7995
Clayton.johanson@db-eco.us

Project Manager
Dan Miodonski
(916) 708-4274
Daniel.miodonski@db-eco.us

City Project Manager
James Vandiver
(256) 427-5100
James.vandiver@huntsvilleal.gov

3.3 Time Period.

DB ECO shall commence the work to be done pursuant to this Agreement on April 27, 2026 and shall complete said work no later than December 31, 2027.

3.4 Work Outside Scope of Project.

No work outside the scope of work in the Agreement shall be authorized other than by mutually agreeable and properly authorized written change order.

4.0 SUBCONTRACT.

DB ECO may not associate/hire/contract with any subcontractor/independent contractor/consultant in order to fulfill the requirements of this Agreement without obtaining the prior written approval of the City's Project Manager. DB ECO shall be solely responsible for any and all payments/ earnings due any such independent contractor for work performed thereby in furtherance of this Agreement. DB ECO shall be legally responsible for any and all actions of any subcontractor/independent contractor/consultant. Consent by the City to any subcontract shall not constitute approval of the acceptability of any subcontract price or of any amount paid under any subcontract, nor relieve DB ECO of any responsibility for performing this contract. The City's Project Manager shall have final approval of any proposed subcontractor.

5.0 Confidential Information.

Each party hereto (each, a "Recipient") shall protect and keep confidential all non-public information disclosed to Recipient by the other party (each, a "Discloser") and identified as confidential by Discloser ("Confidential Information") and shall not, except as may be authorized by Discloser in writing, use or disclose any such Confidential Information during and after the term of this Agreement. These obligations of confidentiality shall not apply to information that: (1) was previously known to Recipient; (ii) is or becomes publicly available through no fault of Recipient; (iii) is disclosed to Recipient by a third party having no obligation of confidentiality to Discloser relating to such Confidential Information; (iv) is independently configured by Recipient; or (v) is required to be disclosed as a matter of law (e.g. open records request).

6.0 Termination

6.1 Termination For Convenience

This agreement may be terminated by the City without cause prior to the completion of the project upon ten (10) days written notice of the intent to terminate to DB ECO. Notice to terminate shall be given to DB ECO by written notification mailed or hand delivered to the contact address for DB ECO listed in Section 3.1 herein. In the event of such termination without cause, DB ECO shall be compensated for all services actually performed in a timely manner prior to receipt of the notice of termination provided, however, that such compensation shall be conditioned upon DB ECO providing in a timely manner to the City all documents developed and copies of the work product produced pursuant to the Contract which were performed in furtherance of the Scope of

Work up to the receipt of the notice of termination. DB ECO shall not be liable for any finalization of such documents that were not signed and or sealed prior to termination. In such event, DB ECO shall promptly submit the City its invoice for final payment.

6.2 Termination for Cause

This agreement may be terminated by either party upon thirty (30) days written notice to the other should such other party fail substantially to perform in accordance with its material terms through no fault of the party initiating the termination and the failure of the party to cure such cause within the thirty day period.

6.3 Termination Upon Completion

If not otherwise terminated as provided for in this Agreement, this Agreement shall terminate upon the completion of the work contemplated herein or at midnight on December 31, 2027, whichever occurs first.

7.0 Nonexclusiveness of Remedies.

Any right or remedy on behalf of the City or DB ECO provided for in any of these specifications, including but not limited to any guaranty or warranty or any remedy for nonperformance, shall be in addition to and not a limitation of any right or remedy otherwise available by law, equity, or statute.

8.0 Injuries to DB ECO.

DB ECO is obligated to obtain sufficient liability insurance coverage (as well as worker's compensation coverage, if required by law) for the benefit of DB ECO and its agents and/or employees. DB ECO waives any and all rights to recovery from the City for any injuries that DB ECO (and/or its agents and/or employees and/or subcontractors and their agents or employees) may sustain while performing services under this Agreement except where caused by the fault of the City.

9.0 Insurance.

DB ECO shall carry insurance of the following kinds and amounts in addition to any other forms of insurance required under the terms of the contract specifications. DB ECO shall procure and maintain for the duration of the job until final acceptance by the City, or as later indicated, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by DB ECO, its agents, representatives, employees or subcontractors.

A. SCOPE OF INSURANCE:

1. General Liability:

Insurance will be written on an occurrence basis. Claims-made coverage will be accepted only on an exception basis after the City's express written approval.

Commercial General Liability

Products and Completed Operations
Contractual
Personal Injury
Broad Form Property Damage

2. Professional Liability:

Insurance may be written on a "claims-made" basis, providing coverage for negligent acts, errors or omissions in the performance of professional services. Coverage will be maintained for three years after completion of the professional services and Certificates of Insurance will be submitted to the City within reasonable economic terms. For purposes of this provision, reasonable economic terms shall mean that such coverage is carried by at least 25% of the firms within the discipline of concern in the United States. Such coverage shall be carried on a continuous basis including prior acts coverage to cover the subject project.

3. Automobile Liability:

Business Automobile Liability providing coverage for all hired and non-owned autos. Coverage for loading and unloading shall be provided under either automobile liability or general liability policy forms.

4. Workers' Compensation Insurance:

Statutory protection against bodily injury, sickness or disease or death sustained by employee in the scope of employment. Protection shall be provided by a commercial insurance company or a recognized self-insurance fund authorized before the State of Alabama Board of Industrial Relations. Company shall provide an endorsement that the insurer waives the right of subrogation against the City and its respective elected officials, officers, employees, agents and representatives. In the event a claim is filed against City by a bona fide employee of Company participating under this Agreement, Company is to defend and indemnify the City from such claim.

5. Employers Liability Insurance:

Covering common law claims of injured employees made in lieu of or in addition to a worker's compensation claim.

B. LIMITS OF INSURANCE:

1. General Liability:

Commercial General Liability on an "occurrence form" for bodily injury and property damage:

\$ 2,000,000 General Aggregate Limit
\$ 1,000,000 Products - Completed Operations Aggregate
\$ 1,000,000 Personal & Advertising Injury
\$ 1,000,000 Each Occurrence

2. Professional Liability:

Insurance may be made on a "claims-made" basis subject to the terms of section 9.0(A)(2) herein:

\$ 1,000,000 per Claim and in the annual aggregate

3. Automobile Liability:

\$ 1,000,000 Combined Single Limit per accident for bodily injury and property damage.

4. Workers' Compensation:

As Required by the State of Alabama Statute

5. Employers Liability:

\$ 100,000 Bodily Injury by Accident or Disease
\$ 500,000 Policy Limit by Disease

C. OTHER INSURANCE PROVISIONS:

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverage's Only:

- a. The City, its officers, employees, elected officials, agents and specified volunteers are to be covered as Additional Insureds, as their interests may appear, as respects: liability arising out of activities performed by or on behalf of DB ECO for products used by and completed operations of DB ECO; or automobiles owned, leased, hired or borrowed by DB ECO. The coverage shall contain no special limitations on the scope of protection afforded to the City, its officers, employees, elected officials, agents or specified volunteers. Additional insured status shall be through ISO Additional Endorsement CG 20 10 11 85 or equivalent that is sufficient to provide the coverage required by this Agreement.
- b. DB ECO's insurance coverage shall be primary insurance as respects the City, its officers, employees, agents and specified volunteers, as their interests may appear. Any insurance or self-insurance maintained by the City, its officers, officials, employees, agents or specified volunteers shall be excess of DB ECO's insurance and shall not contribute to it.
- c. DB ECO's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

2. All Coverages:

- a. DB ECO is responsible to pay all deductibles. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be materially changed or canceled by either party except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the City. Cancellation of coverage for non-payment of premium will require ten (10) days written notice to the City.
- b. Except for Workers' Compensation & Employers' Liability and Professional Liability, any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City, its officers, employees, agents or specified volunteers.
- c. Any deductibles or self-insured retentions must be declared to and approved by City. At the option of City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects City or its respective elected or appointed officers, officials, employees and volunteers, or the Company shall procure a bond guaranteeing payment of losses and related investigations, claim administration, defense expenses and claims.

- d. The procuring of such required policy or policies of insurance shall not be construed to limit Company's liability hereunder nor to fulfill the indemnification provisions and requirements of this Agreement.

D. ACCEPTABILITY OF INSURERS:

Insurance is to be placed with insurers with an A. M. Best's rating of no less than **B+ V**.

E. VERIFICATION OF COVERAGE:

The City shall be indicated as a Certificate Holder and DB ECO shall furnish the City with Certificates of Insurance reflecting the coverage required by this document. The A. M. Best Rating and deductibles, if applicable, shall be indicated on the Certificate of Insurance for each insurance policy. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates are to be received and approved by the City before work commences. The City reserves the right to require copies with sensitive and confidential information redacted of all required insurance policies at any time.

F. CONSULTANTS AND/OR SUBCONTRACTORS WORKING FOR THE CONTRACTOR:

DB ECO shall furnish separate certificates and/or endorsements for each subcontractor and/or consultant.

G. HOLD HARMLESS AGREEMENT:

1. Other Than Professional Liability Exposures:

DB ECO, to the fullest extent permitted by law, shall indemnify and hold harmless the City, its elected and appointed officials, employees, agents and specified volunteers against all claims, damages, losses and expenses, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligent performance of DB ECO's obligations under this Agreement, provided that any such claim, damage, loss or expense (1) is attributable to personal injury, including bodily injury, sickness, disease or death, or to injury to, or destruction of, tangible property, and (2) is caused by any negligent act or omission of DB ECO or any of their consultants, or anyone directly or indirectly employed by them or anyone for whose acts they are legally liable. Such obligation should not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this paragraph.

2. Professional Liability:

DB ECO agrees that as respects negligent acts, errors or omissions in the performance of professional services, to indemnify and hold harmless the City, its officers, agents, employees, and specified volunteers from and against any and all claims, demands, losses and expenses including, but not limited to reasonable attorney's fees, to the extent caused by any negligent acts, errors, or omissions of DB ECO or any subconsultants or anyone directly or indirectly employed by them or anyone for whose acts they are legally liable.

3. Intellectual Property Rights.

DB ECO agrees to indemnify, hold harmless and defend City from and against any and all liability, losses, judgments, damages, and expenses arising from third party claims that the Products delivered by and/or Services performed by DB ECO pursuant to this Agreement infringe on or violate any patents, copyrights, or trade secrets of such third parties. This indemnification is contingent upon City providing prompt written notice of such a claim to DB ECO and granting DB ECO the sole right to defend such claim. In the event of any infringement or claimed infringement, DB ECO, in its sole discretion, shall: (i) modify the infringing Services to be non-infringing as long as there is no loss of functionality by such modification; (ii) obtain a license for City to use the infringing Services; or (iii) terminate the City's right to use the infringing Services and refund to City all amounts paid for such infringing Services, amortized over a period of (5) years from the acceptance of Services.

9.1 CONSULTANT AND/OR SUBCONTRACTORS WORKING FOR THE CONTRACTOR:

DB ECO shall require any approved subcontractors and/or consultants working for the City of Huntsville pursuant to this Agreement to carry insurance as required under this Agreement.

10. GENERAL PROVISIONS.

10.1 Governing Law and Venue.

This Agreement shall be governed by and construed in accordance with the laws of the State of Alabama without regard to Alabama conflict of laws provisions. Proper venue for any action to enforce the terms of this Agreement shall be in the state or federal courts of Madison County, Alabama.

10.2 Force Majeure.

Neither party shall be responsible for delays or failure of performance resulting from acts beyond the reasonable control of such party. Such acts shall include, but not be limited to, acts of God, strikes, walkouts, riots, acts of war, epidemics or pandemics, failure of suppliers to perform, governmental regulations, power failure(s), earthquakes, or other disasters.

10.3 Headings.

The titles and headings of the various sections and paragraphs in this Agreement are intended solely for convenience of reference and are not intended for any other purpose whatsoever, or to explain, modify or place any construction upon or on any of the provisions of the Agreement.

10.4. Agreement Deemed to Have Been Jointly Drafted.

The parties acknowledge that they have thoroughly reviewed this Agreement and bargained over its terms. Accordingly, neither party shall be considered responsible for the preparation of this Agreement which shall be deemed to have been prepared jointly by both parties. The provisions of the Agreement allocate the risks between the parties. The terms and conditions included herein reflect the allocation of risk, and each provision herein is a part of the bargained for consideration of this Agreement.

10.5 Waiver.

The failure of either party to insist in one or more instances upon the performance of any term of this Agreement is not a waiver of its right to future performance of such terms unless such waiver is in writing and signed by a duly authorized officer of the party.

10.6 All Amendments in Writing.

No provisions in either party's purchase orders, or in any other business forms employed by either party will supersede the terms and conditions of this Agreement, and no supplement, modification, or amendment of this Agreement shall be binding, unless executed in writing by a duly authorized representative of each party to this Agreement.

10.7 Property of City.

All work product prepared by DB ECO with the exception of those standard details and specifications regularly used by DB ECO in its normal course of business shall become and be the sole property of the City. Any reuse or modification of such Work Product for purposes other than those intended by DB ECO in its scope of services shall be at the City's sole risk and without liability to DB ECO. Neither party shall gain any interest in any intellectual property of the other by virtue of this Agreement except as otherwise expressly agreed in writing.

10.8 Third Parties.

Nothing contained herein shall create a contractual relationship with, or any rights in favor of, any third party.

10.9 Non Discrimination Policy.

In consideration of this agreement, the parties hereto for themselves, their agents, officials, employees, and servants agree not to discriminate in any manner on the basis of race, color, creed, age, sex, disability or national origin with reference to the subject matter of this agreement, no matter how remote.

10.10 No Assignment

Neither party shall assign its rights hereunder, excepting its right to payment, nor shall it delegate any of its duties hereunder without the written consent of the other party.

10.11 Survivability.

The rights and obligations accrued during the term of this Agreement under Section 9.G. entitled "Hold Harmless Agreement", shall survive termination of this Agreement.

10.12 Entire Agreement.

The parties have read this Agreement, including all Exhibits, and agree to be bound by its terms, and further agree that it constitutes the complete and entire agreement of the parties and supersedes all previous communications, oral or written, and all other communications between them relating to the subject matter hereof. No representations or statements of any kind made by either party, which are not expressly stated herein, shall be binding on such party. In the event any separate Statements of Work are subsequently executed by the parties and are in conflict with the provisions of this Agreement, then the provisions of this Agreement shall prevail over any such conflicting provisions. Any pre-printed terms and conditions of DB ECO's and City's business forms shall be without legal effect with respect to this Agreement or any subsequent Statements of Work.

10.13 Order of Precedence of Contract Documents

In the event any conflict, discrepancy, or inconsistency among any of the documents which make up this contract, the following shall control, and DB ECO is deemed to have based its estimate of performing the work upon the order of precedence as set forth below. Interpretations shall be based upon the following order of precedence: 1) this Agreement and 2) DB ECO's proposal attached hereto as Exhibit A.

IN WITNESS WHEREOF, the parties hereto, by their respective duly authorized officers or representatives, have each executed this Agreement, effective as of the date first above written.

CITY OF HUNTSVILLE, ALABAMA

By: _____
Tommy Battle
Its: Mayor

Attest: _____
Shaundrika Edwards
Its: City Clerk

DB ECO NORTH AMERICA, INC.

By: Yoav Hagler
Yoav Hagler (Mar 30, 2020 11:37:19 EDT)

Yoav Hagler

Its: VP Technical Consulting

By: Zac Hayes
Zac Hayes

Its: Commercial Project Manager

DB E.C.O North America Cost Proposal - Huntsville MPO Intercity Passenger Rail Study

Task	Cost
Task 0 - Project Management	\$ 41,820.95
Task 1 - Data Collection	\$ 52,301.50
Task 2 - Corridor Recommendation and Prioritization	\$ 49,427.10
Task 3 - Station Requirements, Potential Location(s)	\$ 26,332.40
Task 4 - Funding Strategy	\$ 31,280.60
Task 5 - Major Rail Operators	\$ 23,960.40
Task 6 - Public/Stakeholder Involvement	\$ 27,413.60
Task 7 - Deliverable Reports and Publications	\$ 49,440.00
Task 8 - Corridor ID and Development Grant Preparation	\$ 40,398.00
Labor Subtotal	\$ 342,374.55
Direct Costs	
Travel 2 trips for 2 individuals @ \$1500/trip	\$ 6,000.00
Printing/Materials for public meetings	\$500.00
Total Cost	\$ 348,874.55

THE TENNESSEAN



Proposal:

Huntsville MPO Intercity Passenger Rail Study



Submitted by:

DB E.C.O. North America Inc.

32451 Golden Lantern, Suite 306 Laguna Niguel, CA 92677



Tab 1: Transmittal Letter



Transmittal Letter

December 2, 2025

Erin Motes
Council Chambers – 2nd Floor
305 Fountain Circle
Huntsville, Alabama 35801

Dear Erin Motes:

DB E.C.O. North America Inc. (DB) and its partner Kimley-Horn and Associates (KHA) are pleased to submit the enclosed proposal to conduct an Intercity Passenger Rail Study for the City of Huntsville, Alabama and the Huntsville Area Metropolitan Planning Organization (MPO). This study represents an important opportunity for Huntsville to understand the potential markets, establish corridor priorities, and identify potential funding strategies for an intercity rail system.

DB and KHA bring a wealth of experience planning new rail systems and helping clients in early-phase planning contextualize the demand for rail service and develop appropriately sized solutions. DB and KHA have teamed together on nearly a dozen similar projects across the United States. This ensures that the City of Huntsville and the MPO can leverage the best aspects of KHA's local on-the-ground knowledge with DB's deep understanding of rail system planning and relationships with railroad infrastructure owners.

We understand that rail systems have unique infrastructure, service, and regulatory challenges that make them stand out from other mobility modes. As a team we have developed a framework for allowing non-railroad professionals to understand this complex industry and enable well-informed decision making. Identifying the right mix of federal and non-federal funding can be difficult. Our team includes individuals with several years of experience administering Federal Railroad Administration (FRA) grant programs. They will help Huntsville and the MPO identify the right mix of funding sources to advance any future project.

Our team brings a unique blend of local insight and national experience ensuring a holistic understanding of regional dynamics complemented by international best practice. We look forward to the opportunity to discuss our proposal in more detail and to collaborate with the City of Huntsville and the MPO on this transformative study.

Please do not hesitate to reach out if there are any questions or if further information is needed.

Thank you for considering our submission.

Sincerely,

Clayton Johanson, Principal Consultant
DB E.C.O. North America Inc.
Clayton.Johanson@db-eco.us
(916) 827-7995



Tab 2: Proposer Information

**APPENDIX F
CITY OF HUNTSVILLE, ALABAMA
PROPOSER INFORMATION & ACKNOWLEDGEMENTS**

3.1 PROPOSER INFORMATION

Business Organization

Name of Proposer (exactly as it would appear on an agreement):

DB E.C.O. North America Inc.

Doing-Business-As Name of Proposer:

DB E.C.O. North America Inc.

Principal Office Address:

DB E.C.O. North America Inc.

32451 Golden Lantern Road, Suite 306

Laguna Niguel, CA 92677

Telephone Number: 916-562-1848

Fax Number: _____

Form of Business Entity [check one ("X")]

Corporation X

Partnership _____

Individual _____

Joint Venture _____

Other (describe): _____

Corporation Statement

If a corporation, answer the following:

Date of incorporation: 7/27/2010

Location of incorporation: Delaware

The corporation is held: Publicly ___ Privately X

Names and titles of corporate officers:

Ulrich Leister, President and Chief Executive Officer

David Hufmeier, Vice President and Chief Financial Officer

Jorge Rios, Vice President - Business Development

Christian Hicke, Vice President - Management Consulting

Yoav Hagler, Vice President - Technical Consulting

Kasim Ersoy, Vice President - Finance

Chee Mqua, Vice President - Human Resources

Vicki Hassman, Corporate Secretary

Partnership Statement

If a partnership, answer the following:

Date of organization: _____
Location of organization: _____
The partnership is: General ___ Limited ___

Name, address, and ownership share of each general partner owning more than five percent (5%) of the partnership:

Joint Venture Statement

If a Joint Venture, answer the following:

Date of organization: _____
Location of organization: _____
JV Agreement recorded? Yes ___ No ___

Name, address of each Joint Venturer and percent of ownership of each:

3.2 CITY OF HUNTSVILLE EMPLOYEE, MEMBER OF HOUSEHOLD OR BUSINESS ASSOCIATE

Code of Ala. 1975§36-25-11 requires that contracts entered into with a public official, a public employee, a member of the household of the public official or public employee, or a business with which a public official or public employee associates be filed with the Alabama Ethic Commission. If you are awarded the contract, and if you are a City employee, or if a member of your household is a City employee or public official, or if your business associates with a City employee or public official, you must comply with the provisions of Code al Ala. 1975§36-25-11.

City Employee Yes _____ No X
If "Yes," Department _____

Member of Household City Employee Yes _____ No X
If "Yes," Name (s) _____

Anyone associated with your company a City Employee Yes _____ No X
If "Yes," Name (s) _____

3.3 CONTRACTOR E-VERIFY – NOTICE

The Beason-Hammon Alabama Taxpayer and Citizen Protection Act, Act No. 2011-535, Code of Alabama (1975) § 31-13-1 through 31-13-30 (also known as and hereinafter referred to as “ the Alabama Immigration Act”) as amended by Act No. 2012-491 on May 16, 2012 is applicable to all competitively bid contracts with the City of Huntsville. As a condition for the award of a contract and as a term and condition of the contract with the City of Huntsville, in accordance with § 31-13-9 (a) of the Alabama Immigration Act, as amended, any business entity or employer that employs one or more employees shall not knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama.

During the performance of the contract, such business entity or employer shall participate in the E-Verify program and shall verify every employee that is required to be verified according to the applicable federal rules and regulations. The business entity or employer shall assure that these requirements are included in each subcontract in accordance with §31-13-9(c). Failure to comply with these requirements may result in breach of contract, termination of the contract or subcontract, and possibly suspension or revocation of business licenses and permits in accordance with §31-13-9 (e) (1) & (2).

Code of Alabama (1975) § 31-13-9 (k) requires that the following clause be included in all City of Huntsville contracts that have been competitively bid and is hereby made a part of this contract:

“By signing this contract the contracting parties affirm, for the duration of the agreement, that they will not violate federal immigration law or knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama. Furthermore, a contracting party found to be in violation of this provision shall be deemed in breach of the agreement and shall be responsible for all damages resulting therefrom.”

3.4 ACKNOWLEDGEMENTS


I hereby certify that I have read and understand the City of Huntsville’s General Terms and Conditions. I hereby certify that I agree to comply with all of the General Terms and Conditions of this IFB. I also understand that the General Terms & Conditions are standard and that any contradicting requirements of the IFB supersede.

I affirm that I have not been in any agreement or collusion among Proposers or prospective Proposers in restraint of freedom of competition.

Upon award of this bid, I will not substitute any item on this bid under any circumstances.

By signing this submittal, the Bidder represents and agrees that it is not currently engaged in, nor will it engage in, any boycott of a person or entity based in or doing business with a jurisdiction with which the State of Alabama can enjoy open trade.

I affirm that I understand and agree that any form of electronic signature, including but not limited to signatures via facsimile, scanning, or electronic mail, may substitute for the original signature and shall have the same legal effect as the original signature.


Signature of Proposer
Clayton Johanson
Print or Type Name of Proposer
12/01/2025
Date

DB E.C.O. North America Inc.
Legal Name of Firm
901 H St. Ste 120, PMB 328
Mailing Address
Sacramento CA 95814
City State Zip Code
916-562-1848
Phone Fax
Clayton.Johanson@db-eco.us
Email Address
https://db-eco.us/en/
Website Address

APPENDIX G REPORT OF OWNERSHIP FORM

CITY OF HUNTSVILLE, ALABAMA REPORT OF OWNERSHIP FORM

A. **General Information.** Please provide the following information:

- Legal name(s) (include "doing business as", if applicable): DB E.C.O. North America Inc.
- City of Huntsville current taxpayer identification number (if available):
N/A

(Please note that if this number has been assigned by the City and if you are renewing your business license, the number should be listed on the renewal form.)

B. **Type of Ownership.** Please complete the un-shaded portions of the following chart by checking the appropriate box below and entering the appropriate Entity I.D. Number, if applicable (for an explanation of what an entity number is, please see paragraph C below):

Type of Ownership (check appropriate box)	Entity I. D. Number & Applicable State
<input type="checkbox"/> Individual or Sole Proprietorship	Not Applicable
<input type="checkbox"/> General Partnership	Not Applicable
<input type="checkbox"/> Limited Partnership (LP)	Number & State:
<input type="checkbox"/> Limited Liability Partnership (LLP)	Number & State:
<input type="checkbox"/> Limited Liability Company (LLC) (Single Member)	Number & State:
<input type="checkbox"/> LLC (Multi-Member)	Number & State:
<input checked="" type="checkbox"/> Corporation	Number & State: <u>4854742 Delaware</u>
<input type="checkbox"/> Other, please explain:	Number & State (if a filing entity under state law):

C. **Entity I.D. Numbers.** If an Entity I.D. Number is required and if the business entity is registered in this state, the number is available through the website of Alabama's Secretary of State at: www.sos.state.al.us/, under "Government Records". If a foreign entity is not registered in this state please provide the Entity I.D. number (or other similar number by whatever named called) assigned by the state of formation along with the name of the state.

D. **Formation Documents.** Please note that, with regard to entities, the entity's formation documents, including articles or certificates of incorporation, organization, or other applicable formation documents, as recorded in the probate records of the applicable county and state of formation, **are not required unless:** (1) specifically requested by the City, or (2) an Entity I.D. Number is required and one has not been assigned or provided.

Please date and sign this form in the space provided below and either write legibly or type your name under your signature. If you are signing on behalf of an entity please insert your title as well.

Signature:  Title (if applicable): Principal / CFO
 Type or legibly write name: Clayton Johanson Date: 12/01/2025



Tab 3: Qualification and Experience of Proposer



Qualification and Experience of Proposer

1.1 Qualification and Experience

DB E.C.O. North America Inc., founded in 2017 and headquartered in Sacramento, California, is part of the Deutsche Bahn Group (DB), one of the world's largest integrated passenger and freight rail transportation companies. The North American subsidiary employs approximately 150 professionals with offices in Irvine, San Francisco, New York, Chicago, Washington D.C. and distributed locations across the United States and Canada to support clients and deliver mobility projects across the continent.

DB E.C.O. North America applies more than 150 years of international experience in passenger rail planning, operations, and engineering, adapting proven global practices to the technical, operational, and regulatory environment of the North American rail network. Our work advances sustainable mobility solutions that expand regional economic opportunity and improve multimodal connectivity.

Our firm has extensive experience supporting intercity passenger rail feasibility studies, service development plans, capacity assessments, and FRA funding program applications, including multiple ongoing engagements under the Federal Railroad Administration's Corridor Identification and Development Program. We regularly work with state DOTs, MPOs, regional passenger rail agencies, and Class I freight railroads to evaluate market demand, develop service concepts, assess operational feasibility, and identify infrastructure investments required to support competitive intercity passenger rail service.

DB's strength lies in translating long-range service visioning into realistic, implementable plans grounded in operational performance, host railroad operating conditions, and constrained freight capacity environments. We specialize in developing service and infrastructure concepts that balance passenger growth objectives with freight railroad needs, supported by technical analytical tools—including timetable simulation and high-level capacity screening—that enable informed decision-making early in the planning process without requiring intensive railroad engagement before concepts are fully defined.



1.2 Products History

DB E.C.O. North America was established in 2017 to bring the Deutsche Bahn Group's global rail planning, operational strategy, and engineering expertise to public agencies and rail operators across the United States and Canada. The firm's early work focused on supporting passenger rail planning and operations programs largely in California, contributing to major statewide initiatives related to service planning, corridor development, fleet strategy, and maintenance facility optimization.

As demand for realistic, implementable passenger rail solutions grew across the continent, DB expanded its services and geographic footprint, supporting projects in the Northeast, Midwest, Pacific Northwest, Southeast, and Canada. Over this period, the team developed a suite of planning and operational analysis capabilities including timetable development, shared-use corridor feasibility, capacity assessment, rolling stock and maintenance planning, and long-range service visioning. These tools and methods have continued to evolve to reflect North American operating conditions and the complexity of freight-passenger rail integration.

Today, DB supports agencies advancing intercity, regional, and commuter rail programs from early-stage feasibility through implementation strategy, including efforts structured around the Federal Railroad Administration's Corridor Identification and Development Program. The firm continues to refine practical analytical tools and planning frameworks that help public agencies evaluate corridor opportunities, assess infrastructure needs, and develop phased pathways that balance passenger mobility goals with freight network realities.

Scope of Services Available from Firm/Team

DB E.C.O. North America provides integrated planning, operations, and technical advisory services that support agencies evaluating new and expanded passenger rail service. Our team delivers analytical, operational, and implementation-focused expertise that connects feasibility-level service planning with realistic operational, infrastructure, fleet, and customer considerations needed to advance corridor development and support future federal funding.

Capabilities Include:

- Service Planning & Operations
- Infrastructure Management
- Fleet Management
- Rail Stations Management
- Net Zero Transformation
- Business Optimization
- Customer Experience, Revenue Strategies, Marketing, Sales, and more
- Timetable simulation and operational modeling
- Shared-use corridor feasibility and high-level capacity assessment
- Cost development and phased implementation planning
- Maintenance facility planning and fleet-support strategies
- Federal grant strategy and support, including FRA Corridor ID

Subconsultant

Kimley-Horn is a national engineering, planning, and environmental consulting firm that specializes in transportation projects. Founded in 1967, Kimley-Horn offers a staff of more than 9,800 and serves a wide range of public and private clients in many disciplines from 145+ offices nationwide—including the firm's Huntsville, Mobile, and Birmingham, AL, offices. Kimley-Horn's experience with major rail project development and delivery is significant and includes work for passenger rail operators, regional and state transportation agencies, the Federal Railroad Administration (FRA), and Federal Transit Administration (FTA). Kimley-Horn is a recognized leader in the planning, design, and implementation of railroad corridors hosting intercity passenger rail, commuter rail, and freight rail services. Through this work, the firm has developed deep relationships with passenger and freight rail operators, regional and state transportation agencies, and federal transportation agencies (USDOT, FRA, FTA, and FHWA). Kimley-Horn and DB E.C.O. North America Inc. have successfully partnered on more than 20 projects in Virginia, Washington, DC, California, Wisconsin, Nevada, Oklahoma, Utah, Florida, and Alaska since 2017.



Kimley-Horn's team of local and national experts, with experience locally in Huntsville and throughout Alabama and the Southeast, will provide a firm foundation upon which we will hit the ground running and provide a consistent level of presence and service to Huntsville now and as the project evolves. Kimley-Horn brings in-depth working knowledge of the City of Huntsville, having completed the West Huntsville Regional Vision Plan along with a number of local design projects. Our team's experience in the state includes leading the opening of the Birmingham Xpress Bus Rapid Transit (BRT) and the many lessons learned and best practices discovered. Kimley-Horn's presence in North Alabama provides the firm with a strong understanding of the local environment along with the relationships and connections at the city, county, MPO, and ALDOT.

Consultant Services Applicability to This Study

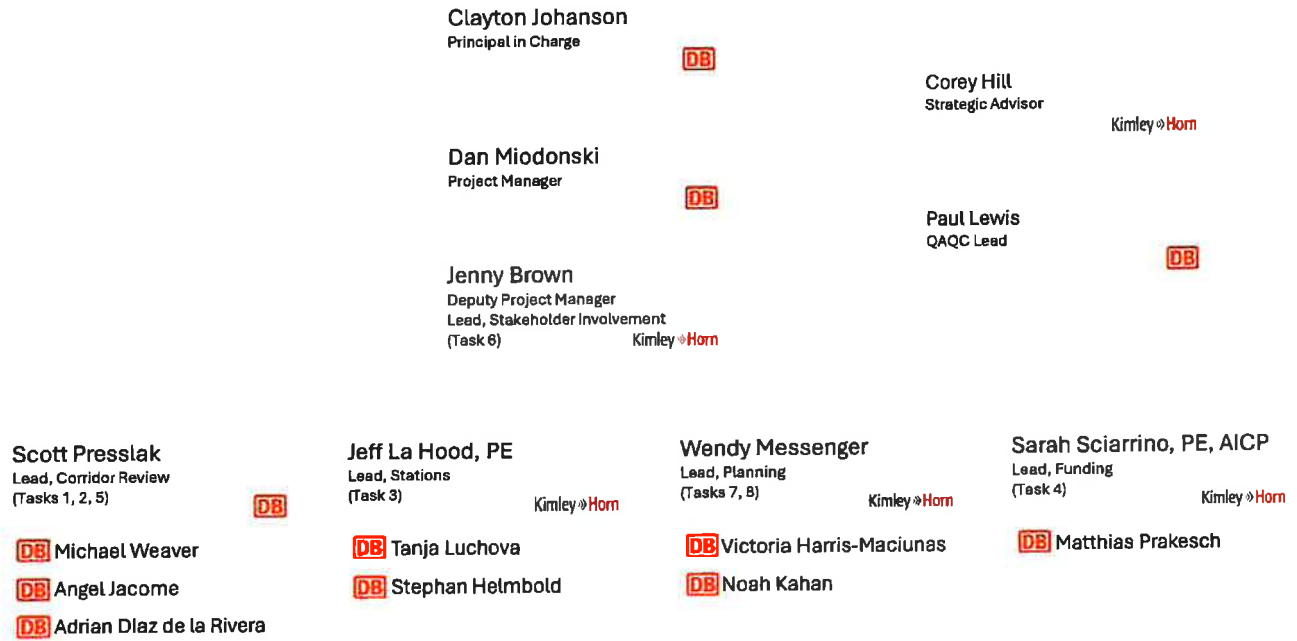
		Task 0: Project Management	Task 1: Data Collection	Task 2: Corridor Recommendation and Prioritization	Task 3: Station Requirements, Potential Location(s)	Task 4: Funding Strategy	Task 5: Major Rail Operators	Task 6: Public/Stakeholder Involvement	Task 7: Deliverable Reports and Publications	Task 8: Corridor ID and Development Grant Preparation
DB Services Offered	Management and Technical Consulting	x	x						x	
	Service Planning & Operations		x	x			x			
	Infrastructure Management			x						
	Fleet Management						x			x
	Rail Stations Management				x					
	Net Zero Transformation					x				
	Business Optimization	x				x				
	Customer Experience, Revenue Strategies, Marketing, Sales, and more			x				x	x	
	Timetable simulation and operational modeling		x	x						
	Shared-use corridor feasibility and high-level capacity assessment			x			x			
	Cost development and phased implementation planning				x	x				
	Maintenance facility planning and fleet-support strategies			x	x	x				
	Federal grant strategy and support, including FRA Corridor ID					x				x
Kimley-Horn Services Offered	Consulting	x				x			x	
	Transit Studies and Design			x		x				
	Site/Master Planning		x		x					
	Site Development		x		x					
	Market Analysis		x	x						
	Public and Stakeholder Involvement							x	x	
	Urban Design				x					
	Roadway Design				x					
	Landscape Architectural Design				x					
	Environmental Analysis and Design				x					
Travel Demand Analysis							x			



1.3 Personnel Resources

Org Chart

City of Huntsville



Skills Matrix

	Data Collection/ Analysis	Rail Corridor Planning	Passenger Rail Station Area Planning	Major Rail Operator Engagement	FRA Grant Application
Clayton Johanson	X	X		X	
Dan Miodonski	X	X		X	
Jenny Brown	X	X		X	
Corey Hill		X	X	X	X
Paul Lewis	X	X			X
Scott Presslak	X	X		X	
Michael Weaver	X	X		X	
Angel Jacome	X	X			
Adrian Diaz de la Rivera	X	X		X	
Jeff La Hood		X	X	X	
Tanja Luchova			X		
Stephan Helmbold			X		
Wendy Messenger		X	X	X	X
Victoria Maciunas		X	X		
Noah Kahan		X			
Sarah Sciarrino					X
Matthias Prakesch					X



Daniel Miodonski

Senior Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

Master of Urban Planning and Policy - Concentration in Transportation. University of Illinois at Chicago / Chicago, IL
Certificate of Public Management. Illinois Institute of Technology / Chicago, IL
Project Management Professional (PMP) Certified

Experience

16 years

Background

Daniel Miodonski is a service design expert with multifaceted transportation and operations experience. Prior to joining DB in 2024, Daniel was at Chicago's Metra for 12 years in progressively responsible roles, with his most recent position being Senior Manager of Metra's Operations Planning and Analysis Department. In this role, he oversaw Metra's train schedule development and implementation as well as successfully leading the largest fare restructuring in Metra's history.

Prior to Metra, Daniel was a Transportation Planner at Sam Schwartz Engineering, where he worked on projects such as the rollout of Chicago's Divvy bike sharing system and the Chicago Pedestrian Plan. Daniel holds a Master's Degree in Urban Planning and Policy from the University of Illinois at Chicago and is Project Management Professional (PMP) certified.

Relevant Skills

- Proven ability to lead complex projects, from schedule overhauls to fare restructuring
- Strong knowledge of day-to-day transit operations
- Extensive experience in community outreach to a wide variety of stakeholders, from briefing legislators to leading public meetings

Professional Experience / Key Projects

Milwaukee Area-Racine-Kenosha Rail Study

Client: City of Racine

Role: Project Coordinator & Technical Lead

Dates: 2024 - Ongoing

The City of Racine, Wisconsin desires to reestablish passenger rail service in southeastern Wisconsin, enhancing regional connectivity and supporting economic growth. DB is tasked with analyzing various service scenarios, coordinating with key stakeholders, and preparing the project to meet the stringent requirements of these federal funding opportunities. The deliverables include detailed service plans, infrastructure requirements, and a strategic roadmap that ensures the project is positioned for successful federal grant applications, aligning with regulatory standards and community needs.

Daniel led or assisted in nearly all aspects of this comprehensive Study, from project management to meeting with community stakeholders to technical service planning. Daniel coordinated extensively with the client and key stakeholders, presenting the project to local leaders including the mayors of Kenosha, Racine, and Milwaukee. Daniel also guided the work of the Technical Working Group (TWG), which was comprised of local officials who are experts in their fields and represent local municipalities and transportation agencies. The TWG's role was to advise the project on several important topics, such as establishing service goals for the proposed rail line. Additionally, Daniel contributed his technical expertise to other components of the project, such as conducting an analysis of current market conditions and designing service alternatives.

VPRA-Transforming Rail in Virginia

Client: Virginia Passenger Railway Authority (VPRA)

Role: Service Planner

Dates: 2024 - 2025

Transforming Rail in Virginia (TRIV) is an initiative by the Virginia Passenger Railway Authority (VPRA) to improve rail service for passengers, commuters and freight in Virginia. It includes extending the Northeast Corridor into Virginia, which will connect the Northeast and Southeast corridors more effectively. It also involves increasing the state-supported Amtrak service between Washington, DC, and Richmond, adding more Amtrak service to Roanoke, Newport News, and Norfolk, and bringing Amtrak service from Roanoke to the New River Valley. DB ECO NA helps VPRA with ongoing performance monitoring, managing service disruptions during construction, and planning for short- and long-term service needs.

North Carolina is pursuing a similar expansion of passenger rail through its recent acquisition of "The S-Line" between Raleigh and Richmond. Daniel is assisting the joint effort to develop service plans that will enable North Carolina to achieve their service goals in a way that is compatible and complementary to the efforts of TRIV.

Metra's 2024 Fare Restructuring*

Client: Metra

Role: Senior Manager, Operations Planning & Analysis

Dates: 2023 - 2024

At the direction of Metra's Board of Directors, Daniel led a multidisciplinary team charged with evaluating Metra's fare structure and making recommendations to simplify it for customers and employees alike. The 13-month effort required extensive research, public outreach, stakeholder roundtables, focus groups, financial projections, and Title VI equity analyses. The resulting recommendations led to the largest restructuring efforts



in Metra's history, which simplified ticket offerings and better aligned fare products with the fare collection system. The Board ultimately approved of the change, and it was implemented in February 2024.

Metra Special Service Planning and Implementation

Client: Metra

Role: Senior Manager, Operations Planning & Analysis

Dates: 2012 - 2024

Metra plays a vital role in moving people to and from large-scale gatherings in Chicago, from the 2016 Cubs Championship rally that set Metra's ridership record to the yearly Lollapalooza music festival that brings upwards of 100,000 people to Grant Park. Metra's schedules are temporarily adjusted not only for large gatherings but also in response to both planned and unplanned service disruptions, such as for construction projects or weather. During his 12-year tenure at Metra, Daniel was deeply involved in all aspects of special service planning for these events. His experience includes:

- Designing the event timetables and service plans
- Coordinating plans with CTA and Pace, if necessary
- Planning bus service, particularly during service disruptions
- Analyzing ridership data to ensure trains would safely be able to handle crowding levels
- Assisting terminal managers with operations decisions on the event day
- Meeting with Chicago's Office of Emergency Management & Communication to game plan
- Debriefing with on-board personnel to make improvements for future events

Highlights of Daniel's service planning work include overhauling Metra's approach to St. Patrick's Day Parade service, an event that once overwhelmed certain lines with crowding. Following a year of particularly large crowds, he coordinated with district operations to develop a robust crew and equipment plan, staging extra trains at key locations to safely handle demand. This became the new plan for the event. Daniel also led the development of cold-weather "Polar Vortex" schedules, designed for rapid deployment during extreme weather disruptions.

Metra's Post-COVID Schedule Planning and Implementation*

Client: Metra

Role: Manager, Service Design

Dates: 2021 - 2023

As the Manager of Service Design in 2020, Daniel was responsible for adjusting service to cope with the COVID-19 pandemic's devastating effects on ridership and crew availability. However, at the same time, his team was looking to the future when service expansion would be possible again. Daniel's group developed "Service Principles" to guide how schedules would be restored, ensuring that new types of ridership would be accommodated, rather than just focusing on the traditional commuter. The team fully redesigned certain Metra schedules with improved peak and off-peak service and led their implementation effort. The redesigned schedules included:

- BNSF line to Aurora, IL
- Union Pacific North line to Kenosha, WI
- Union Pacific Northwest line to Harvard, IL
- Union Pacific West line to Elburn, IL
- Rock Island line to Joliet, IL
- Metra Electric line to University Park, IL
- Southwest Service line to Manhattan, IL
- Milwaukee North line to Fox Lake, IL

The schedules saw near immediate gains in ridership and were continually adjusted for changing conditions and to improve operations.

public meetings on the new transportation option. Eventually branded as "Divvy", the bike sharing system was successfully unveiled in 2012 in the initial service areas Daniel helped develop.



Jenny Brown, PE, PTOE, IMSA TS II

Deputy Project Manager

Based in Kimley-Horn's downtown Huntsville office, Jenny will serve as our deputy project manager, assisting in the day-to-day management of this project and acting as a local liaison for our team. As a senior civil engineer with Kimley-Horn, Jenny's career is focused on the planning, design, construction, maintenance, and operation of transportation systems, and she has an aptitude for the processes necessary to complete every phase of large-scale and complex design projects. As a pioneer of Kimley-Horn's Huntsville office, Jenny already has valued relationships with agencies and organizations key to any project type in North Alabama.

RELEVANT EXPERIENCE

Metro Transit, Blue Line Light Rail (LRT) Extension, MN — Project Engineer. Kimley-Horn is the prime consultant leading the engineering and design for the proposed 13.5-mile extension of Metro Transits Blue Line light rail in Hennepin County, MN. The project involves redesigning the projects prior alignment to avoid using a section of freight railroad property and activate an underinvested portion of North Minneapolis. As the prime consultant, Kimley-Horn is leading overall project management, civil engineering, traffic engineering, and architectural design. Additionally, the firm is supporting structural engineering, LRT track design, public involvement, and project controls.

City of Charlotte, South End Pedestrian/Bicycle Connector Project, NC — Project Engineer. Kimley-Horn is planning a location of a new at-grade pedestrian/bicycle crossing over the light rail tracks on the LYNX Blue Line in the rapidly growing South End neighborhood of Charlotte. As part of the planning process, Kimley-Horn is accommodating the potential for a new in-fill light rail station. Kimley-Horn's services include development and evaluation of station/crossing alternatives; recommendation of an at-grade crossing protection strategy; management of the public involvement process; and coordination with the City of Charlotte, CATS, CDOT, State Safety Oversight, and project stakeholders. Upon selection of a preferred design concept, Kimley-Horn will prepare final design for the at-grade crossing, active protection systems and related trail improvements.

Alabama Department of Transportation (ALDOT), Advanced Corridor Management (ACM) Transportation System Management and Operations (TSMO) on I-565 and I-65, Morgan, Limestone, and Madison Counties, AL — Project Manager. The Kimley-Horn team, led by Jenny, worked with ALDOT to complete the Intelligent Transportation System (ITS) design along the I-565 and I-65 corridors in Alabama. Additional stakeholders for this project included the City of Huntsville; Huntsville MPO; Decatur MPO; Norfolk Southern; Huntsville International Airport; Redstone Army Airfield; and local fire and police. Environmental Assessment and Systems Engineering Analysis were also completed as part of this project.


PROFESSIONAL CREDENTIALS

- Master of Science, Transportation Engineering, Clemson University
- Bachelor of Science, Civil Engineering, Clemson University
- Professional Engineer in AL (#35102), GA, MI, NC, OH, SC, TN, and VA
- Professional Traffic Operations Engineer
- International Municipal Signal Association, Traffic Signal Level II

PROFESSIONAL AFFILIATIONS

- Intelligent Transportation Society
- Institute of Transportation Engineers

Kimley»Horn



Intersection Improvements along Capshaw Road, Huntsville, AL — Project Manager. Kimley-Horn completed a Traffic Engineering analysis along a 4.1-mile stretch of the Capshaw Road corridor from Jeff Road to Old Railroad Bed Road in Huntsville. As part of the operational analysis, the Kimley-Horn team designed conceptual intersection layouts, including engineers estimate of probable construction costs, to evaluate alternative improvement projects to help improve capacity along the corridor.

Intersection Improvements and Sidewalk Design at Gooch Lane and Wall Triana Highway, Madison, AL — Project Manager. Kimley-Horn managed the design of intersection improvements, including a full traffic signal rebuild and 1/4-mile of sidewalk design, at the intersection of Gooch Lane and Wall Triana Highway in the City of Madison. The new sidewalk was designed to connect local neighborhoods with Homestead Park.

Walton Way Signal Modernization, Augusta, GA — Project Engineer. Kimley-Horn designed traffic signal upgrades at 12 intersections along the Walton Way corridor. Kimley-Horn performed a detailed corridor analysis which included intersection and corridor capacity analyses, crash data analysis and mitigation recommendations, operational/safety improvement recommendations, and the development of a road diet concept along the corridor to provide enhanced pedestrian and bicycle facilities.

Johns Creek Parkway (Lakefield Drive to East Johns Crossing), Johns Creek, GA — Project Engineer. Kimley-Horn is designing the new Johns Creek Town Center mixed-use development, also known as The Medley. The roadway component consists of reconfiguring Johns Creek Parkway from four-lanes to two-lanes with on-street parking, sidewalk, and multiuse trail, reconstructing the intersection of Johns Creek Parkway and Lakefield Drive to a single lane roundabout, and installing a new signalized intersection with a raised traffic table.



Clayton Johanson

Principal, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

BS - Transportation and Logistics . Ivy College of Business, Iowa State University / Ames, IA

Experience

22 years

Background

Clayton Johanson is a senior railroad operations executive with experience managing dense commuter and freight operations in busy urban corridors. He has worked with Class I railroads, commuter railroads, public transit agencies, and consulting firms.

At DB Clayton is a highly skilled professional who excels in taking on senior executive roles during critical moments for rail operators. With a proven track record of leading clients to solve complex rail operational problems, Clayton has successfully managed projects involving interactions between freight rail operators, passenger rail operators, and public agencies. Clayton spent 15 years with BNSF Railway, the largest railroad company in the United States. There he oversaw the safe daily operation of 106 commuter trains handling 60,000 daily riders between Chicago and Aurora, IL.

Relevant Skills

- Experienced railroad senior executive with ability to find solutions to complex operation problems
- Proven consensus builder that meets the needs of operators, agencies, and customers.
- Experience with freight and passenger rail operations in United States and Canada

Professional Experience / Key Projects

Fresno Council of Governments Regional Rail Study

Client: Fresno (CA) Council of Governments

Role: Project Manager

Cost: \$326,000

Dates: 2025-Ongoing

Fresno Council of Governments (FCOG) is conducting a feasibility-level study to establish a regional rail service within Fresno County, California. The study is exploring service levels, infrastructure investment, market demand, zero-emission technology, capital costs, and operating costs for a future service. This study will help FCOG determine the appropriateness of advancing further study of a regional rail system.

Clayton serves as Project Manager for the DB-led consulting team. In this role he ensuring that the study team is able to efficiently advance through planning at the appropriate level of detail to provide strategic guidance to FCOG on the advantages and opportunities to developing a regional rail network.

Milwaukee Area-Racine-Kenosha Rail Study

Client: City of Racine, Wisconsin

Role: Project Manager

Cost: \$2,000,000

Dates: 2024-Ongoing

The City of Racine, Wisconsin desires to reestablish passenger rail service in southeastern Wisconsin, enhancing regional connectivity and supporting economic growth. DB is tasked with analyzing various service scenarios, coordinating with key stakeholders, and preparing the project for federal funding opportunities. Deliverables include detailed service plans, infrastructure requirements, and a strategic roadmap that ensures the project is positioned for successful federal grant applications.

Clayton leveraged his years of industry experience to put his client into direct dialogue with key stakeholders such as Metra, the Chicago regional rail operator. Metra could serve as operator of a future MARK Rail service. This allowed the City of Racine's mayor to establish a direct executive to executive relationship with a stakeholder with a proven track record of delivering safe, efficient rail operations.

Toronto Metrolinx OnCorr Project

Client: ONxpress Operations, Inc.

Role: Project Director

Cost: \$4,000,000 (CAD)

Dates: 2022-2024

ONxpress Operations is embarking on a 25-year project to build and operate a high-frequency all-day regional rail service for the Greater Toronto Area. ONxpress will be responsible for planning and constructing a regional rail network and serve as train service operator for the network.

Clayton led a team tasked with building a robust Service Design organization from the ground up. An undertaking of this magnitude requires a team comprised of industry best practice from North America and around-the-globe. The team devised and implemented new collaborative work structures to integrate teams from ONxpress and Metrolinx. The service design team is tasked with developing and implementing near-term service schedules, balancing service and construction needs, and monitoring train performance.



First Coast Regional Rail Program

Client: Jacksonville Transportation Authority
Role: Project Manager
Cost: \$150,000
Dates: 2024

JTA wanted to initiate their first study of developing a regional rail service between Jacksonville, Florida and St. Augustine, Florida. JTA did not have any experience in the development, funding, or operation of heavy rail service.

Clayton led a project team in the development of initial operating concepts and defined infrastructure needs for a future First Coast rail service. Additional work included an education session on contracts, insurance, liability and indemnification related to supporting a rail program.

North County Transit District: Senior Executive Rail Operations

Client: North County Transit District
Role: Senior Executive Rail Operations
Cost: \$1,200,000
Dates: 2023-2024

North County Transit District is a multi-mode transit operator in northern San Diego County. Their rail operations include a FRA-regulated commuter rail operation with 30+ trains per day, plus a FRA-exempt light rail operation with 60+ trains per day. At the time NCTD was faced with the loss of several roles in the rail operations department. The department also faced challenges in safety and service recovery.

Clayton was tasked with serving as the Senior Executive for Rail Operations while NCTD undertook a search for a new Chief Operations Officer for Rail. Clayton led a team that performed a 30-day review to understand challenges faced in the rail department. From that review Clayton led initiatives related to safety, service, and reliability. In the ensuing five months NCTD made substantial progress in being more responsive to service disruptions, addressing safety concerns of front line employees, and simplifying employee attendance procedures. Finally, Clayton provided critical mentoring and feedback to the front line staff to be more effective operations leaders for their department.

Central Oklahoma North-South Transit Corridor Alternatives Analysis

Client: Regional Transportation Authority of Central Oklahoma
Role: Subject Matter Expert
Cost: \$500,000
Dates: January 2021 - December 2021

The RTA of Central Oklahoma is undertaking an alternatives analysis that includes the development of commuter rail service on BNSF Railway tracks through Oklahoma City, OK.

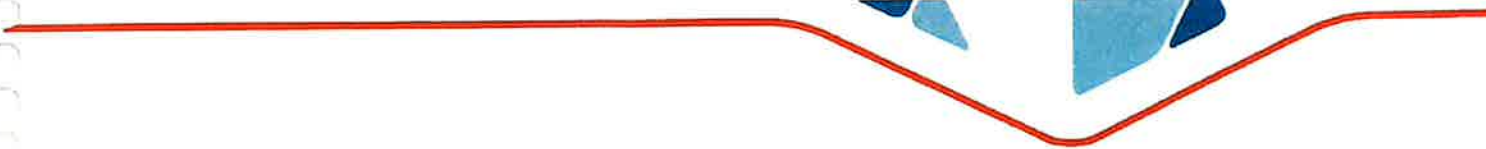
Clayton serves as a Subject Matter Expert on the operation of freight and passenger trains on mixed-use corridors. Clayton provides insights from his years of experience on commercial, regulatory, and liability concerns of host railroads.

Metra Kendall County BNSF Line Extension

Client: BNSF Railway Company
Role: Project Director
Cost: \$175,000
Dates: September 2021 - July 2022

Kendall County, Illinois seeks to extend existing Metra commuter rail service on the BNSF line into the county to serve expanding Chicago Suburbs. The service would operate on tracks owned and operated by BNSF Railway, a Class 1 railroad operator.

As Project Director Clayton led deployment of DB's innovative Capacity Marketplace methodology for accessing capacity on mixed use freight-passenger rail corridors. The result was an infrastructure plan that allowed parties to take two approaches to expanded passenger service - a purchase of existing latent capacity or additional, targeted, infrastructure to account for the capacity consumed by the proposed service.



City of Racine, Milwaukee Area-Racine-Kenosha (MARK) Regional Rail Corridor Planning, WI — Senior Advisor. In 2022, the City of Racine received \$5 million in federal funding to advance planning for passenger rail service (commuter, regional, or intercity rail) in the MARK corridor, between the City of Milwaukee and Kenosha with anticipated connections to Chicago, IL. Kimley-Horn and DB are working with the multijurisdictional Steering Committee to develop and evaluate preliminary service concepts following Step 2 of FRA's Corridor ID process. Corey leads the governance and policy analysis, financial planning, and business case development tasks.

MTA, MARC Growth and Transformation Plan, Baltimore, MD — Project Manager. Kimley-Horn assisted the MTA Office of Planning and Programming with developing the MARC Growth and Transformation Plan. Kimley-Horn's services included helping to set a vision and goals for the plan; leading public and stakeholder engagement; conducting highly complex, detailed service planning and capital programming; and developing the final plan, which was published in June 2025.

Utah Transit Authority (UTA), FrontRunner Forward Program Management, Salt Lake City, UT — Senior Advisor. Kimley-Horn provided program management services for UTA. Responsibilities include supporting UTA with the development, implementation, and oversight of the FrontRunner Forward Program, which is meant to increase the speed, efficiency, and reliability of UTA's commuter rail service. As a senior advisor, Corey directed the team and advised the client on program development and strategy development for pursuing federal funding.

FRA, New York Penn Station Service Optimization Study, New York, New York — Project Manager. Kimley-Horn and DB are working with FRA to identify an optimal approach to advance passenger rail service at Pennsylvania Station in New York City (Penn Station), to deliver maximum service improvements while minimizing potential capital costs and impacts. The New York Penn Station Service Optimization Study (SOS) will identify capital infrastructure and operational needs to optimize long-term routing and service options through Penn Station. The SOS will be split into two phases—Phase I includes analyzing improvements to preserve operational capacity within the footprint of Penn Station and Phase II will include analyzing improvements and strategies beyond the Penn Station footprint, in the New York Metropolitan area, to allow for future service growth. The Kimley-Horn team's responsibilities include conducting transportation planning analysis; developing service options to preserve capacity and maximize throughput, an understanding of pedestrian flows during peak periods at the track level of the Penn Station complex, and packages of potential infrastructure improvements; conducting conceptual engineering, cost estimation, and market analysis; leading agency, stakeholder, and public engagement; conducting travel demand and ridership forecasting; and assessing potential governance and program administration options for the service operations into and out of a future Penn Station.



Paul Lewis

Principal Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

M.S. - Transportation. Massachusetts Institute of Technology / Cambridge, MA

B.S. - Civil Engineering & Spanish. Ohio Northern University / Ada, OH

Fellow, Leadership Development Conference, Eno Center for Transportation

Experience

16 years industry experience

Background

Paul Lewis is a project manager and transportation policy expert with deep experience in strategic planning, organizational finance, and multimodal transit system development. At DB, Paul leads high-profile efforts such as the TCRP *Future of Commuter Rail* research report, Washington Union Station Redevelopment Cost Improvement Study, the SEPTA Regional Rail Service Development Plan and the MARC Growth and Transformation Plan—where he applies his expertise in service planning, cost-benefit analysis, stakeholder engagement, and long-range system optimization. His work regularly incorporates global best practices, scenario development, transit network analysis, and business case performance metrics to inform investment decisions. Prior to joining DB in 2023, Paul spent over a decade as Policy Director and CFO at the Eno Center for Transportation, where he oversaw national policy research and organizational strategy, building a reputation as a leader in fiscally sound, performance-driven planning.

Relevant Skills

- Experience conducting academic and developing business improvement plans for transit
- Understanding of federal and local policy contexts to help identify revenue sources, taxing implications, and policy implications
- Expertise in cost-effective capital planning and financial plans that target operational cost savings for the organization
- Experience with the role of governance in transit planning, including the integration of land use and multi-modal transit services
- Project and team leadership

Professional Experience / Key Projects

Future of Commuter Rail in North America Research Report

Client: Transportation Research Board

Role: Principal Investigator

Dates: 2024

DB led current research to understand the changing dynamics of the commuter rail industry in the United States and Canada. The work involved creating a comprehensive research report that identifies implementable and practical strategies for commuter rail services in North America to facilitate recovery from the effects of the COVID-19 pandemic and to transform its role and relevance in regional mobility. It addresses how commuter railroads can navigate the market, service, and funding challenges they face in the coming years and decades. This report is intended for leadership and staff of commuter rail providers, and it also informs funders, elected officials, other decision-makers, and stakeholders interested in regional mobility.

Paul was the principal investigator to this work, authoring the text, leading the research, and drawing conclusions out of a wide range of identified best practices.

SEPTA Regional Rail Service Development Plan

Client: Southeast Pennsylvania Transportation Authority

Role: Project Manager

Dates: 2025 - Present

DB E.C.O. North America is currently engaged in providing modeling and resource planning services to support the operationalization of SEPTA's Regional Rail Master Plan. The project involves modeling SEPTA's regional rail infrastructure to assess capacity, identify and model constraints, and identify infrastructure and operational needs to increase service levels and change service patterns in accordance with the long-range vision. The service development plan is identifying physical infrastructure requirements, crew headcount, fleet and yarding requirements including fleet parameters and specifications, and estimating the operating and maintenance costs associated with a variety of operational parameters and service levels.

As project manager Paul is responsible for all aspects of project development and delivery, including overseeing technical work, client engagement, budget and scope adherence, and managing DB's team of technical experts.

MARC Growth and Transformation Plan

Client: Maryland MTA

Role: Project Lead

Dates: 2024 - 2025

The MARC Growth and Transformation Plan is a strategic initiative by the Maryland Transit Administration (MTA) to update and expand upon the MARC Cornerstone Plan, which was last revised in 2019. This plan aims to address the evolving needs of the MARC commuter rail system and its riders, especially in light of changes in travel patterns post-COVID. DB led the service and operations planning effort, identifying and refining service concepts to address more robust markets balanced with the challenge of the system operating on freight and Amtrak owned host railroads.



As the project manager and principal in charge, Paul was responsible for guiding the development of deliverables, presenting and communicating to public and private partners, and ensuring high quality products. He guided the team to develop and deliver a regional and long range plan for the rail network that interfaced with the other rail and bus modes along the three routes. This involved detailed service planning, stakeholder engagement, and policy and strategy scenarios for encouraging mode shift.

Washington Union Station Redevelopment Plan Cost Improvement Study

Client: Union Station Redevelopment Corporation

Role: Project Director

Dates: 2025 - Present

The Washington Union Station Expansion Program (SEP) is a multi-billion dollar effort to recreate and improve one of the busiest passenger train and bus stations in North America. The Union Station Redevelopment Corporation (USRC), along with operator Amtrak and developer Akridge, sought to identify ways to create an implementable construction plan that could not just minimize impacts to existing rail services, but also lower construction cost and timeline estimates. To help USRC realize those goals, DB worked alongside a team of construction experts, architects, and engineers to develop various construction phasing plan alternatives and scenarios that would reduce the overall cost of the project. Specifically, DB created a detailed review of how various phasing plans affect service levels, track occupancy, and pathing for the duration of the multi-phase project.

As the project manager and principal in charge, Paul is responsible for guiding the development of deliverables, presenting and communicating to public and private partners, and ensuring high quality products. This includes developing ways to weight costs against benefits, understanding the operational vulnerabilities, and identifying best practices for use to bring costs and timelines down.

Downeaster (Maine) Service Development Plan

Client: Northern New England Passenger Rail Authority

Role: Task Lead

Dates: 2025 - Present

The Downeaster Corridor service development plan aims to enhance intercity passenger rail service by improving reliability, increasing frequency, reducing travel times, and expanding access to the broader transportation network. DB is the lead consultant developing the Service Development plan, including all service planning, stakeholder engagement, and subconsultants that are responsible for engineering and environmental work.

Paul's role on the project is leading the development of a comprehensive purpose and need statement to ensure compliance with federal requirements while also meeting the local needs of the project, including NEPA requirements, stakeholder engagement, and maximizing economic value along the corridor. Paul is also leading the quality control aspects of the project.

WMATA NextGen Signaling Strategy Consultants

Client: Washington Metro

Role: Strategy Task Lead

Dates: 2024 - Present

DB E.C.O. North America is supporting WAMATA on its Communications-based train control (CBTC) acquisition project. WAMATA provides service to over 600,000 daily customers across the Washington, DC area. As the second busiest system in the United States, with 98 stations in Virginia, Maryland, and the District of Columbia, WAMATA plays a crucial role in regional transportation. DB E.C.O. North America will leverage its international expertise to assist WAMATA in implementing a new CBTC system, providing more accurate train positioning than traditional signaling systems. This will contribute to continuously enhancing WAMATA's services and ongoing improvement efforts.

Paul is leading the task to provide strategic advice to WMATA in acquiring a communications-based train control (CBTC) system for the future of the rail network. This involves determining how and when to engage private sector vendors, project managers, and safety assessors as well as creating robust in-house expertise to properly oversee and manage the long-term project.

Federal Railroad Administration Long Distance Service Study Policy Coordination

Client: Federal Railroad Administration

Role: Task Lead

Dates: 2024

FRA's Long-Distance Service Study explored the future of long-distance train service. To move the study's findings to implementation, DB assisted FRA in identifying the policy and program considerations between existing and potential future programs. This involved examining the opportunities and limitations of existing federal policy, exploring ways to better coordinate and modify federal programs to support long distance passenger initiatives, moderating an FRA workshop, and suggesting potential policy considerations.

Paul led the public policy task, evaluating the current framework and comparing it to other approaches to develop insights and practical lessons for the FRA's future development of long-distance service policy.



Scott Presslak, PTP

Senior Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

Master of Urban Planning and Policy. University of Illinois at Chicago / Chicago, IL
B.A., Urban Planning. University of Illinois at Urbana-Champaign / Urbana-Champaign, IL

Experience

16 years industry experience

Background

Scott Presslak is a certified Professional Transportation Planner (PTP) with a variety of transportation planning experience with specializations in data analysis, performance management, public outreach, and community engagement. Since joining DB in early 2021, Scott's work focuses on data analysis, performance monitoring and management, service planning, and scheduling.

Prior to joining DB, Scott assembled over a decade of transportation experience in both the public and private sectors. Prior roles included public outreach and communications for the Illinois Department of Transportation; long-range planning at Metra, Chicagoland's commuter rail operator; performance management at the Chicago Transit Authority; and Phase I/NEPA studies for a transportation engineering consultant.

Relevant Skills

- Data analyst with a focus on performance management, including developing key performance indicators and creating scorecards and dashboards
- Long-range planner creating service concepts and phasing plans to guide future implementations
- Proven consensus builder with context-sensitive solutions training that meets the needs of agencies, stakeholders, and customers
- Experience with commuter rail and transit operators

Professional Experience / Key Projects

SJJPA On-Call: California Intercity Rail Performance Monitoring

Client: Caltrans

Role: Senior Consultant

Dates: 2021 - Ongoing (Construction: N/A)

DB E.C.O. NA, together with its subconsultants AECOM and Pennino Management Group, assists the San Joaquin Joint Powers Authority (SJJPA) in a variety of planning and project development activities to optimize the existing San Joaquin rail and Thruway Bus services and support an aggressive service expansion agenda. Areas of assistance include data analysis, ridership and revenue forecasting, rail and bus network planning, rail operations planning/ infrastructure identification, greenhouse gas emissions and vehicle miles traveled calculations, environmental studies, engineering, project costing, and station area planning.

Scott is responsible for performance monitoring efforts on two of California's intrastate Amtrak operations, including the *San Joaquin* between Bakersfield and Oakland/Sacramento. *San Joaquin* trains include coordinated connections between trains and regional bus service connecting much of California. Work includes analyzing on-time performance, connectivity between buses and trains, and delay occurrences to identify issues and trends, perform deep dive analyses on frequent delay causes, and present findings and recommendations to the joint power authorities, host railroads, Caltrans, and other key operations stakeholders.

IDOT Chicago-Quad Cities Feasibility Study

Client: Illinois Department of Transportation

Role: Senior Consultant

Dates of Service: 2024 (Construction: TBD)

As part of the State of Illinois' state-supported Amtrak network, the Illinois Department of Transportation (IDOT) is studying a service expansion to connect Chicago with the Quad Cities (Moline, IL). IDOT hired DB E.C.O. North America to preliminarily study a service option that would route Chicago-Quad Cities trains via BNSF trackage through Galesburg, Illinois.

Scott was responsible for performing the Capacity Marketplace analysis to determine existing and future capacity constraints along the proposed route, identifying conflict areas to further study for capacity enhancements. Scott also assisted with presenting the findings at bi-weekly Technical Working Group (TWG) meetings with the client and BNSF.

Trolley Modernization Operations and Capacity Study

Client: Southeastern Pennsylvania Transportation Authority (SEPTA)

Role: Consultant

Dates: 2022

DB E.C.O. North America, Inc. developed plans for SEPTA to upgrade their trolley fleet and modernize their operations, including future service development, infrastructure needs assessment, and improving headways and speed on for the agency's light rail (trolley) services. Work includes developing a detailed understanding of operating conditions, including service, policy, and physical conditions and leading the development of future goals and parameters for improving service.

*Experience prior to DB



Scott's work included data analysis of performance data, field observations, data reporting, and working with SEPTA staff to identify additional optimization opportunities. Additionally, Scott performed traffic and intersection analyses to make recommendations to improve vehicular traffic flow, enhance pedestrian safety, and increase efficiency and reliability of mixed-traffic trolley operations.

Jane Byrne Circle Interchange Reconstruction*

Client: IDOT

Contact: Guy Tridgell, Director of Communications (312) 793-4199 / guy.tridgell@illinois.gov

Role: Outreach Liaison, IDOT

Dates: 2018-2020 (Construction: 2013-2022)

Cost: \$900 million (est.)

Scott served as the Office of Communications' liaison for the Jane Byrne Circle Interchange Reconstruction project, a \$900 million project to reconstruct a notoriously congested interchange where three interstate highways meet just outside downtown Chicago. Work included planning and facilitating public informational meetings, coordinating social media outreach efforts, overseeing a redesign of the project website, drafting press releases, and other public outreach tasks.

IDOT Region 1 Outreach and Planning Projects*

Client: IDOT

Role: Outreach Liaison, IDOT

Dates: 2018 - 2020 (Construction: TBD)

Scott worked with internal staff and external consultants to host and facilitate public outreach meetings as part of several high-profile Phase I highway planning projects throughout the Chicago region, including the "Redefine the Drive" Phase I planning study to redesign Chicago's Lake Shore Drive (U.S. 41) corridor through the city's North Side and the Interstate 80 corridor through suburban Will County, which included a major bridge replacement in the City of Joliet. Work included document review, meeting planning and preparation, stakeholder outreach, and community engagement.

Pace I-55 Bus-on-Shoulder Impact Study*

Client: Metra

Role: Senior Planner, Metra

Dates: 2017-2018 (Construction: TBD)

Scott was tasked with creating an impact study to determine what ridership impacts were occurring on Metra lines that paralleled the Interstate 55 corridor through Chicago's southwestern suburbs following expanded express services provided by Pace, the suburban Chicago bus operator. Scott performed GIS analyses using existing data sets and passenger survey results to estimate observed ridership impacts, project potential ridership impacts with other corridors in the Chicago region, and presented findings to senior staff.

Maintenance and Operations Performance Management*

Client: Chicago Transit Authority

Role: Performance Management Analyst, CTA

Dates: 2014-2016 (Construction: TBD)

Cost: N/A

Scott served as the Performance Management Analyst for the Bus Maintenance and Rail Maintenance units of the Chicago Transit Authority, and later also performed Bus Operations and Rail Operations performance management tasks as well. Duties included querying databases, monitoring key performance indicators, creating scorecards, presenting findings, making efficiency recommendations, and performing deep-dive analyses as needed based on observed trends and problematic areas.

IDOT 24-Hour Traffic Data Collection*

Client: Illinois Department of Transportation (IDOT)

Contact: William Morgan, Planning Systems and Section Chief. william.morgan@illinois.gov

Role: Project Coordinator

Dates of Service: 2008 - 2014

Scott oversaw a staff of up to 10 seasonal employees who performed 24-hour traffic counts throughout central and southern Illinois to fulfill a traffic monitoring contract for the Illinois Department of Transportation (IDOT). Duties included project oversight and management, data verification, GIS analysis, quality control/quality assurance, scheduling, serving as the point of contact for local IDOT project managers, and creating proposals for project renewals. Several thousand locations were counted annually while Scott kept the project on schedule and under budget, resulting in three contract renewals worth a combined \$5 million.



Michael Weaver

Consulting Manager, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

BS - Geography of Infrastructure and Urban Planning . University of Minnesota / Minneapolis, MN

Experience

17 years

Background

Michael joined DB E.C.O. North America Inc. in 2018 and brings to the team, field level operational knowledge of the railroad, experience enhancing current of passenger rail operations, and planning future service. Michael has experienced professional success with coordinated planning on rail projects within Amtrak, and projects in coordination with federal, state, and local transportation agencies. Michael leads a team that focuses on service planning and performance monitoring for clients in North America. Michael Weaver has extensive experience in the railroading industry. Upon completing his undergrad degree studying Transportation and Urban Planning in 2008, he was hired by Amtrak where for the first five years he worked as a conductor and engineer on routes in the Midwest. In 2013, Michael was hired into the Amtrak's scheduling department where he participated and lead projects for Amtrak's operations and planning. During his tenure he successfully coordinated schedule planning internally as well as with federal, state and local rail authorities.

Relevant Skills

- Efficient operations planning using a combination modeling and simulation tools, and route performance analysis
- Successful coordination of rail planning projects for federal, state, and local agencies as well as passenger and freight railroads

Professional Experience / Key Projects

Transforming Rail in Virginia: Atlantic Gateway
Client: Virginia Passenger Railway Authority (VPRA)
Role: Project Manager
Cost: \$3,000,000
Dates: 2019-On-going

Transforming Rail in Virginia (TRV) is an initiative by the Virginia Passenger Railway Authority (VPRA) to enhance rail service for passengers, commuters, and freight in Virginia. It includes extending the Northeast Corridor into Virginia to connect the Northeast and Southeast corridors more effectively. The initiative also involves increasing state-supported Amtrak service between Washington, DC, and Richmond, adding more Amtrak service to Roanoke, Newport News, and Norfolk, and extending Amtrak service from Roanoke to the New River Valley. DB ECO NA assists VPRA with ongoing performance monitoring, managing service disruptions during construction, and planning for short- and long-term service needs. As the required infrastructure for long-term service growth begins construction, Michael leads the service planning effort, collaborating with construction project managers and service planners to balance the needs of expedient construction while maintaining a marketable service in Virginia. Michael's team regularly tracks train performance on Virginia's owned railroad right of way, shares their findings with VPRA and its stakeholders, and engages in discussions aimed at continuous improvement. The team also handles train performance initiatives as major VPRA projects commence, managing passenger expectations of train performance as infrastructure upgrades take place over the next decade. North Carolina is pursuing a similar expansion of passenger rail through its recent acquisition of "The S-Line" between Raleigh and Richmond. Michael leads the joint effort to develop service plans that enable North Carolina to achieve their service goals in a manner compatible and complementary to the efforts of TRV.

SJJPA - Service Planning & Capacity Analysis
Client: SJJPA
Role: Task Lead
Cost: \$150,0000
Dates: 2024-end of 2025

DB supported the San Joaquins Joint Powers Authority, (SJJPA), the owners of San Joaquins rail service, in developing long and near-term service plans. DB helped consolidate SJJPA's long-term service plan to develop a clear roadmap for capital investment and the growth. Through collaboration with SJJPA, long term service goals were developed, including timed transfers to and from the initial operating segment of California High Speed Rail in the Central Valley and increased service to both Oakland and Sacramento. These service goals were then used to create a service plan that optimized the existing infrastructure and proposed the minimum required infrastructure improvements needed to operate that service. DB conducted a capacity marketplace to analyze the capacity of the existing rail infrastructure and determine the capacity changes that increased passenger service would cause along the BNSF corridor on which San Joaquins service runs. This capacity analysis will be used in negotiations with BNSF for additional passenger service on the corridor.



CCJPA: On-Call Consulting Services
Client: Capitol Corridor Joint Powers Authority (CCJPA)
Role: Project Manager
Cost: \$500,000

Dates: October 2024 -On-going

DB E.C.O is providing integrated service design and operations performance management support to the Capitol Corridor Joint Powers Authority (CCJPA). The service planning task will assist CCJPA in developing mid- and near-term scenarios directly tied to infrastructure configuration states and the availability of resources. The second task will help CCJPA monitor the on-time performance of the Capitol Corridor service. This task will facilitate discussions between CCJPA and its corridor stakeholders regarding how trains are performing, why they are performing as they are, and identify and test strategies to improve performance.

Michael lead the DB team in creating a near-term timetable for CCJPA's Capitol Corridor service. He led discussions with CCJPA and corridor stakeholders to formulate a service plan aimed at restoring operations to pre-Covid-19 levels while considering the market changes anticipated in 2025. The team crafted a plan that adhered to operational limitations, provided service aligned with market demand (assessed through ongoing ticket sales reviews), and coordinated with other services on the same line that were adjusting their plans accordingly. The result was a operationally read timetable that went into effect of spring of 2025.

Metra System Wide Network Planning

Client: Metra
Role: Project Manager
Cost: \$150,000
Dates: March 2024- Ongoing

Metra has launched a Systemwide Network Plan (SNP) to enhance its regional rail service and better cater to evolving travel markets. This plan will guide Metra's Capital and Operations strategies for the next 20+ years. As part of this initiative, DB provided technical support to visualize potential service plans and identify key capital investments needed to realize Metra's vision.

Michael led DB's team on SNP. They used Viriato to develop service plans based on Metra's goals and technical parameters. DB would present these draft service plans to Metra's planning team, in which feedback and discussion ensued, frequently requiring additional iterations for comparison. The process involved balancing service quality and infrastructure investment. The final outcome was a systemwide pattern for capital and operational costing.

Caltrans On-Call

Client: Caltrans
Role: Task Manager
Cost: \$12,000,000
Dates: 2021 - Ongoing (Construction: N/A)

DB E.C.O. North America, Inc. is providing comprehensive technical consulting services to Caltrans, focusing on strategic service design and program development for Caltrans' Division of Rail Planning Office. DB's services include assisting in the technical and content development of the California State Rail Plan and creating a web-based dynamic version. For the five California Corridor Identification and Development projects, DB is providing technical support for service and operations planning, along with host railroad coordination. DB is developing an infrastructure and capital program database and conducting travel demand and ridership analysis. DB is supporting statewide intercity bus planning initiatives and transit integration planning activities. Coordination with host railroads includes detailed technical assessments and negotiations to ensure coordinated operations across jurisdictions and service providers. Performance monitoring is being used to support data analysis and establish standards for grant applications, ensuring that metrics are met and continuously improved. These strategic service design efforts are bolstered by quarterly training sessions, monthly strategic advisory and alignment meetings, and coordination with regional working groups and host railroads.

Mr. Weaver leads operations and service planning initiatives within this effort. Most notable include the development and rollout of Caltrans-sponsored performance monitoring, support for equipment and crew efficiencies, the Capitol Corridor slot optimization study, and training for team members on various operational topics including timetable planning, and freight optimization.



Angel Jacome

Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

MCP, City Planning. MIT / Cambridge, MA
M.S., Secondary Education. LIU - Brooklyn / Brooklyn, NY
B.A., Economics. University of Pennsylvania / Philadelphia, PA

USDOT TSI Transit Safety and Security Program - Rail
USDOT TSI Transit Safety and Security Program - Bus
OSHA 30

Experience

8 years industry experience

Background

Angel is a transit consultant with over eight years of experience specializing in railroad operations, business planning, and contract operator performance management. His expertise is in developing performance monitoring methodologies, conducting operator audits, and establishing best practices for service delivery. He provides expert technical analysis, project support, and oversight for new construction and system upgrades to transit agencies, with a deep understanding of the unique operational requirements of commuter rail systems in shared-use corridors.

Prior to joining DB, Angel gained diverse transportation experience in both the public and private sectors. His background includes serving as Deputy Safety Lead for AECOM's West region, where he led performance audits and developed best practices for transit agencies as part of a State DOT's Safety Oversight program. This experience is further strengthened by his work in safety data analysis at the Chicago Transit Authority (CTA) and extensive oversight work with various State Safety Oversight Agencies (SSOAs), making him adept at navigating complex regulatory environments and delivering actionable, data-driven insights.

Relevant Skills

- **Railroad Operations Support Services**
 - **Performance Monitoring & Analysis:** Analyzing operating data, including on-time performance and delay causes, to identify trends and inform service improvement strategies.
 - **Regulatory Compliance & Operating Rules:** Comprehensive knowledge of FRA and FTA regulations, demonstrated through developing safety plans (PTASPs), reviewing Standard Operating Procedures (SOPs), and managing State Safety Oversight (SSO) programs.
 - **Shared-Corridor Operations:** Extensive experience analyzing and developing service plans for complex, shared-use corridors involving multiple stakeholders, including host railroads, state agencies, and Amtrak.
- **Railroad Business Planning Support Services**
 - **Contract Operator Oversight:** Direct experience conducting performance assessments and comprehensive triennial audits of transit operators, including a deep evaluation of operations and maintenance vendors.
 - **Best Practices & Methodology Development:** Expertise in transforming operational data and audit findings into actionable recommendations, corrective action plans, and best practices for contract operations management.
 - **Interagency Coordination & Agreements:** Facilitating discussions and coordinating solutions among diverse stakeholders, including joint power authorities, state DOTs, host railroads, and operating partners.
 - **Public Transit Funding:** Experience supporting projects related to federal funding programs, including the Federal Railroad Administration's (FRA) Corridor ID program and the Federal Transit Administration's (FTA) Capital Investment Grant (CIG) program.

Professional Experience / Key Projects

Virginia Passenger Rail Service Planning and Performance Monitoring

Client: Virginia Passenger Rail Authority (VPRA)

Role: Task Lead

Dates: 2022 - Ongoing

Transforming Rail in Virginia (TRV) is an initiative by the Virginia Passenger Railway Authority (VPRA) to improve rail service for passengers, commuters and freight in Virginia. It includes extending the Northeast Corridor into Virginia, which will connect the Northeast and Southeast corridors more effectively. It also involves increasing the state-supported Amtrak service between Washington, DC, and Richmond, adding more Amtrak service to Roanoke, Newport News, and Norfolk, and bringing Amtrak service from Roanoke to the New River Valley. DB ECO NA helps VPRA with ongoing performance monitoring, managing service disruptions during construction, and planning for short- and long-term service needs. Angel conducts ongoing performance monitoring for the VPRA by using Tableau and other tools to analyze operating data and identify key trends for all state-supported Amtrak services. He develops methodologies for improving service by leading various long- and short-term service planning tasks, including modifying timetables for service expansions and analyzing train routings for different phases of construction on the shared-use corridor. His work results in a unified service plan used as a key input for simulation modeling with CSX and informs discussions among VPRA, VRE, Amtrak, and CSX to create data-driven solutions

*Experience prior to DB



Capitol Corridor JPA Near- and Long-Term Service Planning

Client: Capitol Corridor Joint Powers Authority
Contact: Leonel Sanchez | leos@capitolcorridor.org

Role: Planner

Dates of Service: September 2024 - Current

Cost: \$500,000

DB provided support to Caltrans in continuously monitoring the performance of train services in Northern California, specifically the Capitol Corridor and the San Joaquins service. DB collected delay data to analyze trends and identify areas for improvement. Using this data, DB created dashboards and detailed reports to visualize and gain insights into train performance and the reasons behind it. DB also facilitated monthly meetings between Caltrans, corridor stakeholders, and operators to present the train performance data and develop strategies for improvement.

Angel provides performance management support by developing methodologies to monitor and improve service delivery. He analyzes delay data to identify trends and areas for improvement. He transforms this data into dashboards and detailed reports to provide insights into train performance.

Assessment of Bus Operations and Maintenance - Mountain View, California*

Client: Technology Firm

Role: Technical Analyst

Dates: 2019 - 2021

USDOT TSI Transit Safety and Security Program - Rail

USDOT TSI Transit Safety and Security Program - Bus

OSHA 30

*Experience prior to DB

A technology firm initiated an oversight effort to improve its employee bus service by conducting a thorough evaluation of its current bus operations and maintenance procedures. The primary goal of this assessment was to pinpoint opportunities for improvement in overall efficiency, safety standards, and the quality of service delivered, with a particular focus on the practices of its contracted operations and maintenance vendors.

Mr. Jacome played a significant role in this comprehensive evaluation. He conducted in-depth interviews with the technology firm's key operations and maintenance vendors and performed systematic reviews of extensive documentation and historical records to accurately assess existing practices. His direct field contributions included conducting bus condition inspections for a sample of the firm's fleet and observing essential maintenance activities along with driver pre-trip inspection routines. Following these evaluations, Mr. Jacome developed the core data analytics based on the project team's collective findings, transforming detailed operational data and qualitative observations into clear, actionable recommendations.

TDOT State Safety Oversight Assistance*

Client: Technology Firm

Role: Lead Safety Consultant / State Safety Oversight Lead

Dates: 2021 - 2022/2023-2024

Mr. Jacome provided lead safety support and guidance for Tennessee's State Safety Oversight (SSO) program. He led the State Safety Oversight Agency Triennial Audit effort for the Memphis Area Transit Authority (MATA) and served as lead author for triennial audit reports covering rail agencies statewide. Key responsibilities included conducting comprehensive triennial safety and security audits; coordinating with the Federal Transit Administration (FTA), including developing the state's risk-based inspection (RBI) program; reviewing and approving standard operating procedures (SOPs), Public Transportation Agency Safety Plans (PTASPs), and accident investigations; performing onsite audits of construction and operations; managing the annual updates to the SSO Program Standard; handling annual FTA reporting; and overseeing corrective action plan review and implementation.

*Experience prior to DB



Adrian Diaz de Rivera

Senior Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

MS - Civil Engineering (Railroad Engineering Focus) . University of Illinois Urbana-Champaign / Urbana, IL
BS - Civil Engineering . University of California, Berkeley / Berkeley, CA

Experience

6 years

Background

Adrian has a deep understanding of every stage of rail project development from early planning to operations. Working on a variety of intercity passenger, transit, and freight rail projects at DB, Adrian has solved challenging short- and long-term service planning puzzles, developed highly complex dynamic simulation models that replicate present and future rail corridors, and analyzed operating data to identify capacity bottlenecks and ongoing performance issues. Adrian is a detail-oriented, fast learner who can support clients with his array of technical and management skills. He has trained junior staff members on the use of tools such as Viriato for service planning, RailSys for simulation modeling, and Tableau for data analysis. Adrian is also an excellent technical writer and confident presenter who can effectively communicate complex concepts to stakeholders and advocate for a client's best interests.

Adrian combines his technical background in civil engineering with his experience in transportation planning and research to bring a well-balanced, inquisitive perspective to rail projects. Born and raised in the Bay Area, Adrian has experience supporting commuter rail operators during the planning and implementation of major growth programs across the country, including Virginia Railway Express (VRE), Sonoma-Marín Area Rail Transit (SMART), Utah Transit Authority (UTA) FrontRunner, and Metrolink. Adrian specializes in optimizing infrastructure plans to both maximize operational benefits while mitigating service impacts during construction. For example, in Virginia, Adrian conducted a capacity analysis resulting in design inputs that saved approximately \$85 million in capital costs for a siding project while fulfilling the long-term service goals of key stakeholders.

Relevant Skills

- Long-, medium-, and short-term passenger rail service planning (Viriato)
- Passenger and freight rail operations data analysis (Tableau)
- Rail capacity analysis (parametric, analytical, and simulation-based methodologies)
- Infrastructure planning and optimization
- Rail dynamic simulation modeling (RailSys, RTC)
- Mapping and geographic data analysis (QGIS, ArcGIS)
- Technical writing and presentations (Microsoft Office Suite)

Professional Experience / Key Projects

Virginia Passenger Rail Service Planning and Performance Monitoring

Client: Virginia Passenger Rail Authority (VPRA)

Role: Technical Task Lead

Cost: \$1,000,000 per year

Dates: 2022 - Ongoing

Transforming Rail in Virginia (TRV) is an initiative led by the Virginia Passenger Railway Authority (VPRA) to enhance rail service for passengers, commuters, and freight in Virginia. DB supports VPRA in various ways to achieve this goal, such as ongoing optimization of its long-term service objectives, monitoring performance, and conducting infrastructure analysis. Additionally, DB is offering assistance to prepare VPRA to assume the role of rail operator. To achieve this, DB is aiding VPRA with FRA-required activities, which include developing safety and operating rules, establishing dispatching protocols between Amtrak and CSX, and providing ongoing support for VPRA's readiness to become a rail owner and operator.

Adrian leads multiple long- and short-term service planning tasks for VPRA, including modifying timetables for service expansions, optimizing the track infrastructure configurations in future projects, and analyzing data to identify root causes of performance issues. Adrian's capacity analyses have saved VPRA tens of millions of dollars in future infrastructure costs by identifying alternate infrastructure configurations that avoid environmentally sensitive sites while still supporting planned service increases. Adrian also plays a critical role guiding multi-stakeholder discussions involving VPRA and parties such as Amtrak, VRE, CSX, NS, FRA, and the North Carolina Department of Transportation. Currently, one of Adrian's primary tasks is to guide VPRA and other stakeholders through the challenging discussions on mitigating service disruptions over the next 5 years due to TRV construction.

California High Speed Rail - Early Train Operator

Client: California High-Speed Rail Authority (CHSRA)

Role: Simulation expert

Dates: 2025 - Ongoing

The California High-Speed Rail Authority is responsible for the planning, design, construction and operation of the first high-speed rail system in the nation. DB E.C.O. North America Inc. was chosen as the Early Train Operator and will initially consult on and develop the system and then operate it. The System will connect the mega-regions of the State, contribute to economic development and a cleaner environment, create jobs and preserve agricultural and protected lands. The high-speed rail system will run from San Francisco to the Los Angeles basin in under three hours. The program will eventually extend to Sacramento and San Diego, totaling 1,280 kilometers (nearly 800 miles) with up to 24 stations. Since December 2017, DB has worked alongside the authority and their advisors on the design, development of procurement and the commercial aspects of the high-speed rail



system. DB assists CHSRA in developing CHSR service plan and reviewing all items/parameters impact on the operation and service of the CHSR. It covers a wide range of the rail network. The goal is to provide assessments that determine and justify CHSR needs on both dedicated and blended segments and review interoperability and connectivity to other transportation systems. The work covers all CHSR project phases (CVS, V2V and Phase1).

Adrian oversaw the development of a dynamic simulation model that was used to iterate through concepts for single-tracking operations between Gilroy and Palmdale. This included determining realistic delay distributions, modeling operations under a state-of-the-art ETCS signaling system, and determining the ideal locations and extents of double track and passing sidings. The recommended infrastructure configuration can reliably support hourly service with express trains while providing resiliency against major delays. Adrian's work provides critical support for executive leadership at CHSRA as they push for funding to complete an economically viable project.

Sonoma Marin Area Rail Transit (SMART) 30-minute Headway Simulation

Client: Sonoma-Marin Area Rail Transit (SMART)

Role: Technical Task Lead

Dates: 2023 - 2024

As SMART has expanded its market with infill stations, operations have shifted away from a regular 30-minute schedule to an irregular schedule with headways around 32 minutes. DB, as a sub-consultant to ARE, conducted a two phases of microsimulation modeling of the SMART system to identify the infrastructure and fleet necessary to return to a reliably-operated clockface timetable with 30-minute headways on an expanded corridor from Larkspur to Cloverdale.

Adrian was the technical lead for the Phase I simulation effort, creating a brand-new simulation model in RailSys that replicated the infrastructure and operations of the SMART corridor on an aggressive project timeline. After calibrating the existing model, Adrian created additional models to evaluate the performance of future operating and infrastructure plans against typical levels of operational variability. A need for further scenario refinement led to the Phase II simulation effort, where Adrian supported the project by extensively QA/QCing and updating the simulation model and implementing modified scenarios. During both efforts, Adrian trained and managed junior DB staff members in using RailSys and checked their work. The project resulted in a recommended service plan and suite of infrastructure investments that will enable SMART to reliably operate a clockface timetable with 30-minute peak headways.

FrontRunner 2X (FR2X) Implementation Planning

Client: HDR / Utah Department of Transportation (UDOT)

Role: Technical Task Lead

Dates: 2023 - Ongoing

As part of the implementation planning for the expansion of FrontRunner rail service to 15-minute peak headways and 30-minute all day headways, UDOT retained DB to provide support across three critical areas: 1) dynamic rail simulations to confirm and refine operating plans and scope of capital projects; 2) assessment of the maintenance facility and recommendations for needed changes to handle expanded fleet; and 3) estimation of future operations and maintenance costs for expanded service.

Serving as simulation technical task leader, Adrian managed a team of simulation analysts to create and refine detailed simulation models in RailSys that accurately reflect existing and future operations on UDOT / Utah Transit Authority (UTA) 's FrontRunner corridor. Working closely with the technical experts, Adrian developed new methodologies to meet UDOT / UTA 's needs. Using an iterative approach, Adrian successfully identified a package of projects that would enable UDOT / UTA to reliably operate 15-minute peak headways. Adrian continues to provide simulation support to UDOT / UTA as they explore future infrastructure and service plan alternatives. Most recently, Adrian oversaw efforts to model operations under various speed restrictions required throughout the FR2X construction period. This informed DB 's recommendations on how UTA can modify schedules to keep service running with a high degree of reliability until FR2X is completed.

Metrolink Service Growth Development Plan

Client: Southern California Regional Rail Authority (Metrolink)

Role: Service Planner

Dates: 2022

Metrolink is embarking on an ambitious plan to grow service over the next ten years to an all-day regional rail service for Southern California. The Service Growth Development Plan (SGDP) is laying out a pathway to increase rail service to frequent all-day bidirectional service on the majority of the Metrolink network. In support of Jacobs, DB prepared pulsed, frequent service plans across near-, mid-, and long-term time horizons, considering SCORE's planned infrastructure and service goals of partner agencies LOSSAN and NCTD. Multiple draft service plans were developed for each service plan and tradeoffs and considerations were discussed in a Technical Working Group involving regional stakeholders. DB then refined the service plans and operationalized them, developing timetables, crew assignments, and equipment cycles to feed into ridership, revenue, and cost models.

Adrian did service and crew planning as well as schedule verification for initial phases of SCORE implementation to ensure Metrolink can meet the transportation goals of the region and maximize the utility of its capital investments.



Jeff La Hood, PE

Stations Lead

Jeff has more than 10 years of experience providing engineering services on a variety of transportation projects, on both the design and planning side, for LRT, BRT, bus transfer facilities, freight rail, freight yard industrial track, and commuter rail projects. His transportation project experience also includes roadway design, signing and marking plans, maintenance of traffic, streetscape design, pedestrian safety improvements, and Americans with Disabilities Act (ADA) design. Jeff is a graduate of the APTA Emerging Leader Class of 2021/2022.

PROFESSIONAL CREDENTIALS

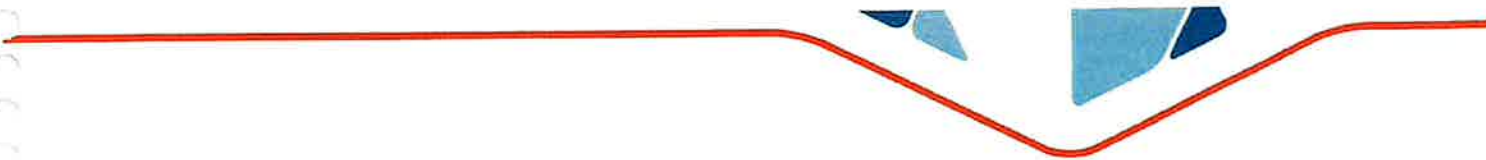
- Bachelor of Science, Civil Engineering, Michigan State University
- Professional Engineer in Virginia and North Carolina

RELEVANT EXPERIENCE

VPRA, Transforming Rail in Virginia – Ettrick (Petersburg) Station Improvements, Petersburg, VA — Project Manager. Located in the historic Ettrick area of Chesterfield County, Amtrak's Petersburg station primarily serves Petersburg, Hopewell, Colonial Heights, Dinwiddie County, and Prince George County. VPRA is providing essential state of good repair and ADA upgrades by replacing and reconstructing the station platform and canopy, upgrading the station building facilities, and reconstructing the parking lot. Once completed, the project will provide a safer and more secure environment, improve satisfaction when traveling by rail, enhance customer service, and encourage future ridership growth. As part of our support of the Transforming Rail in Virginia (TRV) program, Kimley-Horn's responsibilities for this project include performing design reviews, including all plans, reports, cost estimates, risk management, independent value engineering, and constructability reviews; assisting with Amtrak, FRA, CSX, and Chesterfield County comment resolution on the design submissions; assisting with utility coordination and designation for relocation efforts; managing and overseeing all right-of-way acquisition activities; supporting environmental strategy and clearance; and monitoring compliance with TRV program partner agreement requirements. As project manager, Jeff is responsible for compliance with the project's FRA CRISI Grant while maintaining the project budget and schedule.

VPRA, Transforming Rail in Virginia – Richmond Layover Facility, Richmond, VA — Project Manager. As part of the Transforming Rail in Virginia program, Jeff leads the Kimley-Horn team that is providing support to VPRA for the development of the Richmond Layover Facility project, which will create an overnight storage and servicing facility in the Richmond metropolitan area to support existing and future passenger rail service between Richmond, VA, and Washington, DC. The project is being developed in accordance with Amtrak Level 2 Facility Standards. The project elements include storage tracks, maintenance platform(s) and Amtrak amenities, signaling, roadway improvements for site access, staff parking, trailers for staff facilities, and storage containers for equipment.

Town of Ashland, Ashland At-Grade Crossing Study, VA — Project Manager. Kimley-Horn is supporting the Town of Ashland in the development of a feasibility analysis studying combinations of potential crossing improvements, grade separations, and tunneling for seven separate railroad crossing locations along S Center Road between Vaughan Road and Ashcake Road. Our services include coordinating between the Federal Railroad Administration (FRA) and the Town of Ashland, developing a feasibility study report for all seven locations, assessing



existing conditions within the project area including the condition of current rail operations and infrastructure, evaluating the future development of the corridor based on the alternatives developed. Kimley-Horn will coordinate these alternatives with Stakeholder and the public to determine the best alternative for the corridor. Kimley-Horn will develop the conceptual design of the preferred alternative to work with FRA to obtain a Class of Action Determination for the National Environmental Policy Act (NEPA) and develop a cost estimate for future funding opportunities. Jeff is leading the project to ensure that the Town of Ashland ends the project with a preferred concept that has buy in from key stakeholders, the general public, and is set up for future funding opportunities while being in compliance with FRA guidelines.

Dominion Energy, Fentress Substation Expansion, Chesapeake, VA — Track Engineer. Kimley-Horn provided site design to Dominion Energy on a proposed 2,600-megawatt Coastal Virginia Offshore Wind Commercial Project (CVOW) off the coast of Virginia Beach. The project will require an onshore electric transmission line that will tie the offshore wind project into Dominions existing transmission system. Kimley-Horn provided site design to expand the existing 11.7-acre facility footprint to a new footprint of approximately 21 acres. Jeff led railroad coordination to determine how to get the necessary transformers from port to site. Jeff led coordination with C&A Shortline for a land and track lease for use of a proposed rail siding and oversight of the design of the siding. Jeff also led design for a new at-grade crossing needed for construction and maintenance of the facility.

Central Shenandoah Planning District Commission (CSPDC), Architectural and Engineering Design Services for Lewis Street Transit Hub Project, Staunton, VA — Project Manager. In fall 2021, Kimley Horn assisted CSPDC with the development of a concept plan and opinion of probable cost for the transformation of a parking lot on North Lewis Street in downtown Staunton into a transit hub for BRITE Bus. Kimley-Horn provided comprehensive engineering design and construction phase services for the next phase of the project, which reorganized the BRITE Bus hub by separating bus movements from parking lot traffic. These improvements included rebuilding the surface with asphalt for parking spaces and concrete for the bus lane, assuring Americans with Disabilities Act (ADA)-compliant access to bus loading areas and sidewalks, relocating bus shelters adjacent to the bus parking with safety lighting and bike racks, and dedicating space and electrical conduit for four electrical vehicle (EV)-ready spaces for park-and-ride users of transit. By redefining the space for bus parking, passenger access, and transfers, CSPDC improved the efficiency of the BRITE Bus system, and the safety, security, and comfort of BRITE Bus's riders. The renovated transit hub officially opened to the public in August 2024. Jeff was the Project Manager for the project leading coordination with the client, FTA, design, and contractor to ensure a seamless process from design to construction.



Tanja Luchkova

Senior Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

Dipl. -Ing. Air Traffic and Transport - Transportation Engineering. University of St. Kliment Ohridski / Bitola, North Macedonia

Aviation Management Professional license, IATA training & Embry – Riddle Aeronautical University

Experience

18 years industry experience

Background

Tanja Luchkova is a professional in real-time digital crowding management, passenger flow optimization, and station operations across both the rail and aviation sectors. With a strong foundation in pedestrian simulation, station operational planning, and customer experience design, Tanja specializes in identifying operational bottlenecks, developing strategic and technology-driven solutions, and translating insights into actionable improvements. Her experience spans high-speed rail, urban metro systems, and intermodal hubs, where she has led the development of station concepts, operational strategies, dynamic passenger guidance models, and data-driven crowd management systems.

Tanja has worked on high-profile projects such as California High-Speed Rail, Caltrain's 4th & King Station redesign, VIA Rail's HFR project, and station evaluations across Germany and North America. She brings a unique ability to bridge technical simulation expertise, digital infrastructure development, and customer-centric station strategies, ensuring operational excellence while elevating the passenger experience. Her work is characterized by a pragmatic, solution-oriented approach with a focus on delivering tangible, sustainable results.

Relevant Skills

- Development of operational concepts and customer experience strategies aligned with long-term facility and asset lifecycle planning for multimodal transit stations
- Leadership in pedestrian flow simulations and capacity modeling to support ridership – driven infrastructure investment and phased service expansion
- Integration of digital platforms (real-time crowd management, digital twins, IoT) to enable capital planning, and operations optimization
- Strategic analysis and recommendations for service-based infrastructure development and yard interface considerations for phased fleet expansion, intermodal connectivity, and scalable station services
- Effective cross – functional coordination across operations, design, and customer – facing teams to align capital programs with operational and user requirements
- Expertise with advanced modeling and simulation software packages (Vissim/Viswalk)
- Developed stations operations and passenger experience key performance indicators (KPI) evaluation tool

Professional Experience / Key Projects

California High Speed Rail - Early Train Operator

Client: California High Speed Rail Authority

Role: Station Operations and Customer Experience Lead

Dates: 2022 - Present

As Station Operations and Customer Experience Lead, Tanja led the development of strategic station concepts and scalable service models, incorporating ridership-based planning and lifecycle-driven infrastructure assessments. Her work supported the definition of long-term facility and asset strategies, including preliminary O&M planning, needs forecasting, and investment prioritization for station systems (e.g., communications, power, vertical circulation). She contributed to multi-year facility planning, evaluated station capacity requirements across phased service expansions, and supported business case development for capital programs with a focus on operating cost impacts, benefit-cost analysis, and intermodal connectivity.

Caltrain On-Call Downtown Extension Technical Analysis

Client: Caltrain

Role: Station Operations and Customer Experience Lead

Dates: 2024 - Present

In her role as Station Operations and Customer Experience Lead for Caltrain's 4th & King Station project, Tanja leads the development of long-term operational strategies and passenger-focused service enhancements, grounded in ridership-based evaluations and station capacity forecasts. She oversees pedestrian flow simulations to assess infrastructure and facility performance under phased service scenarios, contributing to multi-year facility planning, capital needs forecasting, and lifecycle investment strategies. Her work informs decisions on station system upgrades, expansion requirements, and cost-benefit analyses, supporting a future-ready design aligned with evolving service levels and intermodal needs with focus on platform design and capacity.

ONxpress (OOI) Conceptual Planning

Client: DB E&C GmbH / ONxpress Operations, Inc.

Role: Manager, Passenger Modelling and Crowd Control Plan

Dates: 2022 - 2024



Tanja led the development of an innovative Crowd Management System for rail stations, aimed at improving operational efficiency, safety, and customer experience through enhanced digital passenger information and guidance. She oversaw the development of crowd control strategies and passenger flow modeling across more than 67 stations, ensuring alignment with long-term facility planning, capacity forecasting, and lifecycle investment strategies. In this role, she managed budgets, schedules, and stakeholder coordination, while conducting on-site assessments and validating simulation outputs to inform scalable station improvements. Her work supported data-driven decision-making for asset and infrastructure expansion, integrating ridership-based evaluations, benefit-cost considerations, and customer-centered design. Tanja's leadership demonstrated her ability to bridge operational strategy, capital planning, and stakeholder engagement to deliver future-ready, high-performance station environments.

Bid Support VIA Rail HFR, Stations design

Client: DB International Operation

Role: Bid lead

Dates: 2024

As part of the QConnexiON bid consortium for the VIA Rail High Frequency Rail (HFR) Project in Canada, Tanja supported DB IO in developing operational strategies and planning tools tailored to the North American rail context. Her contributions included the creation of Standard Operating Procedures (SOPs), station management frameworks, and the Concept of Operations (ConOps) Phase Plan, ensuring alignment with long-term service and asset management goals. Tanja co-developed a digital platform strategy to support a scalable, real-time digital twin for operations and maintenance, incorporating predictive analytics, asset lifecycle planning, and performance monitoring. Her work contributed to multi-year facility and infrastructure planning, with an emphasis on ridership-based evaluations, O&M forecasting, and benefit-cost analysis to guide investment decisions and support a business case justification for capital expansion. She also led the development of the Station Service Response Center (SSRC) concept—an IoT-enabled remote control hub for managing safety, cleanliness, service disruptions, and emergencies—integrated with the Operations Control Center. This concept supports integrated delivery of O&M activities across the corridor and enables data-driven planning for future fleet and facility expansion, helping ensure resilience and efficiency in both revenue and non-revenue service operations.

Digital Railway Germany

Client: DB Netz AG

Role: Senior Expert Traffic for Crowd Management

Dates: 2020-2022

Engaged in crafting and testing novel business strategies tailored to diverse rail stations and train services, Tanja played a pivotal role in optimizing operations, bolstering customer satisfaction, and driving overall success. Noteworthy contributions include active involvement in the ReKA initiative within DB and close collaboration with DB Station&Service on various fronts. This involved developing and implementing comprehensive overcrowding measures, piloting major projects for validation, collaborating on simulation levels, and assessing measures for high-speed trains' efficiency at strategic stations like Frankfurt Airport. Tanja led the development of capacity models, organized passenger data collection at Hamburg Hbf, supported subsystem architecture design, prototypes' development, and field test definitions for future rail environments. Additionally, Tanja derived nonfunctional requirements, reviewed project-specific architectures, and presented project outcomes to senior management.

Hamburg Airport GmbH

Role: Simulation Engineer

Dates: 2019-2020

Main focus centered on establishing rapid-time simulations for Hamburg Airport, particularly the terminal area, offering detailed insights into crowd management, passenger flows, and terminal distributions. Tasks included in-depth analyses of the terminal layout, addressing potential bottlenecks, optimizing passenger flow, and enhancing overall terminal efficiency. Tanja led the development of a thorough feasibility study for a new airside terminal, assessing passenger journeys, connectivity models, and an intermodal transportation system, considering check-in, security, and boarding procedures. Additionally, Tanja conducted analyses on passenger behavior patterns, projected volumes, existing transportation infrastructure, and simulations to anticipate peak periods of activity and optimize check-in counters. Moreover, Tanja assessed the impact of implementing the Entry/Exit Biometric data System in the European Union on crowd flows and control measures. Tanja made significant contributions to enhancing simulation software tailored to Hamburg Airport's needs and presented comprehensive presentations to senior management, effectively communicating strategic insights and key findings concisely.



Stephan Helmbold

Senior Consultant, *DB E.C.O. North America, Inc.*



Education, Licenses & Certifications

IPMA Level B - Certified Senior Project Manager, GPM e.V. / Karlsruhe, Germany

M.Sc. Architecture. Technical University. Berlin / Berlin, Germany

B.Sc. Architecture. Technical University. Berlin / Berlin, Germany

Experience

14 years industry experience

Background

Stephan Helmbold is an experienced rail architect and senior project manager with over 14 years of expertise in the planning, design, and implementation of multimodal transit stations and rail facilities. His work spans a range of complex, high-profile international projects, where he has successfully balanced operational functionality, design excellence, customer needs, and cost control. He holds a master's degree in architecture from the Technical University of Berlin and is a certified IPMA Level B Senior Project Manager.

Relevant Skills

- Project Management
- Customer Experience
- Rail System Integration

Professional Experience / Key Projects

Caltrans Planning On-Call

Client: Caltrans

Role: Stations Technical Lead

Cost: \$12m

Dates: 2024-Ongoing

DB E.C.O. North America, Inc. provides comprehensive technical consulting services to Caltrans, focusing on strategic service design and program development for Caltrans' Division of Rail Planning Office. DB's services include assisting in the technical and content development of the California State Rail Plan and creating a web-based dynamic version. For the five California Corridor Identification and Development projects, DB is providing technical support for service and operations planning, along with host railroad coordination. DB is developing an infrastructure and capital program database and conducting travel demand and ridership analysis. DB is supporting statewide intercity bus planning initiatives and transit integration planning activities. Coordination with host railroads includes detailed technical assessments and negotiations to ensure coordinated operations across jurisdictions and service providers. Performance monitoring is being used to support data analysis and establish standards for grant applications, ensuring that metrics are met and continuously improved. These strategic service design efforts are bolstered by quarterly training sessions, monthly strategic advisory and alignment meetings, and coordination with regional working groups and host railroads.

In his role as Stations Technical Lead, Stephan led the development of a strategic station management case study to address opportunities for Caltrans to engage in station design and customer experience through direct and indirect funding. Stephan developed a database for station assessment and trained Caltrans staff on key performance indicators for rail stations. This supports Caltrans to reduce private vehicle miles traveled and increase public transport ridership in the state of California.

California High Speed Rail - Early Train Operator

Client: California High Speed Rail Authority

Role: Station Design Lead

Cost: \$91m

Dates: 2023-Ongoing

The California High-Speed Rail Authority is responsible for the planning, design, construction and operation of the first high-speed rail system in the nation. DB E.C.O. North America Inc. was chosen as the Early Train Operator and will initially consult on and develop the system and then operate it. The System will connect the mega-regions of the State, contribute to economic development and a cleaner environment, create jobs and preserve agricultural and protected lands.

The high-speed rail system will run from San Francisco to the Los Angeles basin in under three hours. The program will eventually extend to Sacramento and San Diego, totaling 1,280 kilometers (nearly 800 miles) with up to 24 stations. Since December 2017, DB has worked alongside the authority and their advisors on the design, development of procurement and the commercial aspects of the high-speed rail system.

DB assists CHSRA in developing CHSR service plan and reviewing all items/parameters' impact on the operation and service of the CHSR. It covers a wide range of the rail network. The goal is to provide assessments that determine and justify CHSR needs on both dedicated and blended segments and review interoperability and connectivity to other transportation systems. The work covers all CHSR project phases (CVS, V2V and Phase1).

In his role as Station Design Lead, Stephan developed operational concepts and defined operational requirements for four highspeed rail stations. He was leading the design coordination with the authority and engineers, was leading the operational cost and staffing assessment for stations and prepared specifications and design briefs. He was leading the functional review of front and back of house areas, intermodal connectivity, transfer time assessments and customer experience during the station design. Stephan also advised the authority on technical requirements for station equipment, lighting and integration of sustainable design principles. He was guiding the authority on urban integration for mode share connecting transit services and integration with the surrounding neighborhood as well as accessibility demands at stations.



Economic stimulus program – Stations West Germany

Client: DB Station & Service AG

Role: Program Manager

Cost: 22m €

Dates: 2020-2021

The federal government issued in 2020 and 2021 dedicated fundings to boost local businesses and overcome the impact of the pandemic through rail station modernizations. In the region “West Germany” projects on more than 1000 locations were initiated to improve hygiene, passenger experience and energy consumption at stations. Projects in the program ranged from simple graffiti protection and art installation to complete headhouse renovations.

In his role as Program Manager, Stephan coordinated the priorities with the station owner and local station managements and developed an action plan and agile program structure to ensure funding will be fully utilized within the limited timeframe. He successfully maximized the customer benefits and intentions of the economic stimulus program through a wide spread of projects on multiple locations and a variety of local business contractors. He also oversaw the implementation of the projects and ensured delivery on time and quality of all projects.

Doha Metro

Client: Qatar Rail Company

Role: Architectural Station Manager

Cost: \$36bn

Dates: 2014-2020

Doha Metro is a new metro network in the capital of Qatar, which consists of 3 lines with 6 elevated and 31 underground stations. It has an approximate overall length of 47 mi. and is an integral component of the larger Qatar Rail network, which will include a long-distance rail for passengers and freight, linking Qatar to the GCC, and the Lusail LRT. Capable of reaching 100 km/h (62 mph), the Doha Metro has one of the fastest driverless trains in the world and a grade of automation level 4 ensuring completely driverless trains.

In his role as Architectural Station Manager, Stephan managed the architectural design and implementation, testing and commissioning and defects period of 13 elevated and underground metro stations, including an intermodal airport facility. He was leading the coordination between different contractors to ensure a uniform functional brand identity and customer experience. Stephan also prepared technical input for tender of new station typologies and station modifications.

Accompanied Car Train (ACT) Station Hamburg Eidelstedt, Engineering & Design

Client: DB Netz AG

Role: Project Lead (Engineering)

Cost: 3.8m €

Dates: 2022-2023

Germany's rail operator is relocating its current accompanied car train operation from a busy passenger station in Hamburg to a new, dedicated station with 4 tracks and two island platforms, as well as a headhouse building. The new station is located in the center of Hamburg, adjacent to two high-speed rail train depots and Hamburg's busiest rail line. Besides the design of the station and platform tracks, the project requires upgrade of the outdated signaling system, modification and renewal of electrification and stabling 15 tracks. The construction must ensure continuous operation of the main line and both maintenance depots as well as an adjacent commuter rail station.

In his role as Project Lead Engineering, Stephan led a team of multidisciplinary engineers and designers to design all relevant engineering works for conceptual design and planning permit. He was responsible for successful delivery in time, quality, and budget. He also led the coordination with the client stakeholders and was point of contact for the future operator and stakeholders for the project.



Wendy Messenger, AICP

Planning Lead

Wendy has 24 years of experience in program and project management, rail corridor and system planning, environmental analysis, and establishing programmatic policies and guidance. At the Federal Railroad Administration (FRA) within the United States Department of Transportation, Wendy served as Chief of Program Implementation, leading strategic oversight of a \$23-billion program in planning and construction of rail infrastructure and helped establish the program office to oversee the High-Speed and Intercity Passenger Rail Program. Wendy has experience shepherding projects through the development lifecycle, from preliminary development, NEPA and environmental review, design, and construction oversight. She has successfully negotiated complex stakeholder agreements for service outcomes, cost-sharing structures, and public-private partnerships.

PROFESSIONAL CREDENTIALS

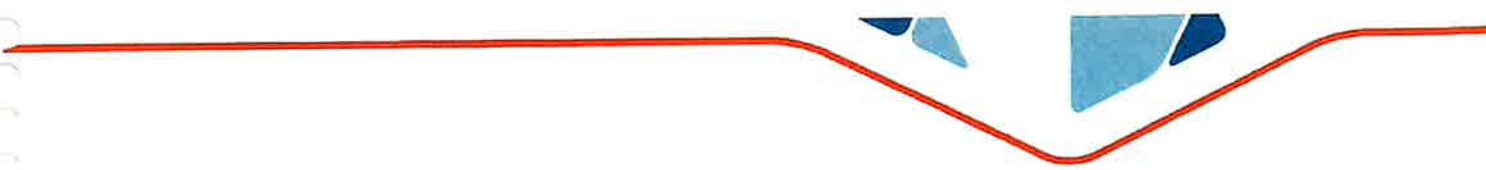
- Certificate, Leadership, Cornell University
- Master of Urban Planning and Policy, University of Illinois, Chicago
- Bachelor of Science, Architecture, Auburn University
- American Institute of Certified Planners

RELEVANT EXPERIENCE

City of Racine, Milwaukee Area-Racine-Kenosha (MARK) Regional Rail Corridor Planning, WI — Planning Lead. In 2022, the City of Racine received \$5 million in federal funding to advance planning for passenger rail service (commuter, regional, or intercity rail) in the MARK corridor, between the City of Milwaukee and Kenosha with anticipated connections to Chicago, IL. Kimley-Horn is part of a team that is working with the multijurisdictional Steering Committee to develop and evaluate preliminary service concepts following FRA's Corridor Identification and Development (Corridor ID) Program process. Our team also assists the Steering Committee and project partners with railroad coordination, stakeholder coordination, and public involvement; governance and policy analysis; financial planning; conceptual engineering, cost estimating, and scheduling; environmental screening; and developing the business case for the project to help secure future federal, state, and local funding.

Nevada Department of Transportation (NDOT), Step 1 Corridor ID for Brightline West High-Speed Intercity Passenger Rail Project, Carson City, NV — Service Planning/Environmental Planning Lead. Kimley-Horn is providing NDOT rail consulting support services to complete Step 1 of FRA's Corridor Identification and Development (CID) Program for the Brightline West High-Speed Intercity Passenger Rail Project. The CID Program will support the development of the high-speed rail (HSR) corridor between Las Vegas, NV, and Southern California. Once completed, the project will enhance transportation options, improve regional connectivity, support economic growth, and promote sustainable development between the two states. Kimley-Horn's responsibilities include leading stakeholder coordination and goals development; reviewing existing planning and development materials to ensure alignment with the required Service Development Plan (SDP); and developing a draft statement of work, schedule, and budget for Step 2 of the CID Program process.

VPRA, Transforming Rail in Virginia, Statewide, VA — Planning and Environmental Program Lead/Service Planning Lead. Wendy is part of the Kimley-Horn team that is continuing to serve as the program manager to VPRA for the Transforming Rail in Virginia program. In this role, we are partnering with DRPT, CSXT, Norfolk Southern, Amtrak, and VRE to deliver 14 capital



improvements, including the critical Long Bridge project, through diligent and effective program and project management, engineering and design oversight support, financial planning/annual budget development, public engagement and communications, and more. Wendy serves as the Program Lead for Planning and Environment support team, including NEPA and state environmental compliance, and the Program Lead for Service Planning and Performance.

Maryland Transit Administration (MTA), MARC Growth and Transformation Plan, Baltimore, MD — Planning Lead. Kimley-Horn assisted the MTA Office of Planning and Programming with developing the MARC Growth and Transformation Plan. The plan must meet Maryland Regional Rail Transformation Act requirements and inform MTA's strategic planning and executive-level direction by identifying a vision and implementation plan for MARC commuter rail service, Amtrak's Northeast Corridor (NEC) service operating in Maryland, and commuter rail run-through services connecting with SEPTA in Delaware, and VRE in Northern Virginia that reflects post-COVID-19 travel patterns and expands service to new markets. Kimley-Horn's services included helping to set a vision and goals for the plan; leading public and stakeholder engagement; conducting highly complex, detailed service planning and capital programming; and developing the final plan, which was published in June 2025.

FRA, New York Penn Station Service Optimization Study, New York, New York — Project Planner. Kimley-Horn and DB are working with FRA to identify an optimal approach to advance passenger rail service at Pennsylvania Station in New York City (Penn Station), to deliver maximum service improvements while minimizing potential capital costs and impacts. The New York Penn Station Service Optimization Study (SOS) will identify capital infrastructure and operational needs to optimize long-term routing and service options through Penn Station. The SOS will be split into two phases—Phase I includes analyzing improvements to preserve operational capacity within the footprint of Penn Station and Phase II will include analyzing improvements and strategies beyond the Penn Station footprint, in the New York Metropolitan area, to allow for future service growth. The Kimley-Horn team's responsibilities include conducting transportation planning analysis; developing service options to preserve capacity and maximize throughput, an understanding of pedestrian flows during peak periods at the track level of the Penn Station complex, and packages of potential infrastructure improvements; conducting conceptual engineering, cost estimation, and market analysis; leading agency, stakeholder, and public engagement; conducting travel demand and ridership forecasting; and assessing potential governance and program administration options for the service operations into and out of a future Penn Station.

Chatham Multimodal Community Improvement Project (CMCIP) Railroad Crossing Elimination Study, Savannah, GA — Planning Lead. Kimley-Horn is conducting a study aimed at improving the infrastructure and safety of western Chatham County as the Port of Savannah continues to grow. This project, which involves key stakeholders such as Georgia Ports Authority (GPA), Chatham County, and CSX Transportation, strives to eliminate 11 at-grade rail crossings near the GPA's Garden City Terminal. The project, partly funded by an FRA grant secured by Kimley-Horn, will evaluate critical rail access and safety challenges, benefiting the Port of Savannah and surrounding areas.



Victoria Maciunas, AICP

Senior Consultant, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

MCRP - City and Regional Planning, Transportation. University of Pennsylvania / Philadelphia, PA
B.A. - Geography, Urban Studies. Macalester College / Saint Paul, MN
AICP #017555

Experience

13 years industry experience

Background

Ms. Maciunas is a rail service and operations expert with 13 years of industry experience in rail operations planning and analysis, schedule and service development, and strategic planning. Ms. Maciunas has a background in urban planning and experience in day-to-day operations and systems analysis. For five years in rail operations at SEPTA, she was responsible for service development, equipment rotation plans, and crew duty development. She managed through equipment shortages, quickly allocating reduced resources while maintaining balanced fleet cycles and maintenance rotations. In subsequent consulting roles, Victoria has managed design and implementation of similar service, equipment, and crew plans for rail transit, regional, commuter, and long distance rail services. Victoria brings her direct expertise in day-to-day operations to planning work, ensuring operational feasibility and efficiency. As a senior consultant and project manager, she has been responsible for delivering service, infrastructure, crew, and equipment resource plans designed to optimize operations in short-term and long-range cases. Her work includes conceptual planning for track, yards, and parameter development for future signal system requirements. She is dedicated to providing robust, practical, and operable plans to maximize use of limited resources.

Relevant Skills

- Experience with complex rail and transit planning projects involving operational practices, vehicle, and infrastructure systems upgrades
- Experience with passenger rail and light rail, including separate signalized right-of-way and mixed traffic street-running operations
- Experience with analysis relating to ridership, dwell, traffic control impacts, signal & PTC impacts to running times, mixed passenger-freight impacts, and on-time performance studies
- Experience in day-to-day railroad operations
- Extensive experience with advanced transit planning software tools (Viriato, MultiRail, IVU) for developing service, crew, and equipment plans
- Ridership demand analysis

Professional Experience / Key Projects

SEPTA Regional Rail Service Development Plan

Client: Southeastern Pennsylvania Transportation Authority (SEPTA)

Role: Project Manager

Dates: 2024 - Present

DB E.C.O. North America is currently engaged in providing modeling and resource planning services to support the operationalization of SEPTA's Regional Rail Master Plan. The study involves modeling SEPTA's regional rail infrastructure to assess capacity, identify and model constraints, and identify infrastructure and operational needs to increase service levels and change service patterns in accordance with the long-range vision. The service development plan is identifying physical infrastructure requirements, crew headcount, fleet and yard storage requirements including fleet parameters and specifications, and estimating the operating and maintenance costs associated with a variety of operational parameters and service levels.

As project manager Ms. Harris-Maciunas is responsible for all aspects of project development and delivery, including scenario development and iterative planning, client engagement, budget and scope adherence, and managing DB's team of technical experts. Ms. Maciunas is also managing the development of future resourcing needs, including the crew headcount requirements based on work rules and anticipated regulatory and labor negotiations changes as well as assessing future fleet, yard, storage, and maintenance requirements for various service plans and vehicle parameters.

VTA Modeling & Simulation Project

Client: Santa Clara Valley Transportation Authority (VTA)

Role: Transit Planning Expert, Deputy Project Manager

Dates: 2024 - Present

The Santa Clara Valley Transportation Authority (VTA) engaged DB E.C.O. North America to help plan and simulate the operation of the "Visionary Light Rail Network" with improved frequency on all lines. DB worked with agency staff to establish service goals to guide the creation of multiple future operating concepts. These concepts explored changes to the network structure, individual line lengths, and the potential for station consolidation. For each future concept, DB identified necessary infrastructure and operational practices necessary to bring the plan to fruition. Upon DB's recommendation, VTA reconsidered several infrastructure projects already in development which proved unnecessary to meet VTA's service goals, and ultimately was able to redirect or save over \$30 million from their capital program. Finally, DB created a phased implementation plan to support service through each stage of system development, including immediate service changes with existing infrastructure designed to implement VTA's final service goals throughout a majority of the network.

Victoria supported this project as a transit planning expert and deputy project manager, working closely with the team to provide insights into service data analysis, transit planning software (Viriato) calibration, infrastructure needs assessments, service plan development and scenario definition, master planning, conceptual design, and optimizing capital investment planning.



Amtrak Chicago Rolling Stock Yard Storage Expansion Assessment

Client: STV Inc, for Amtrak

Role: Rail Operations Task Lead, Deputy Project Manager

Dates: 2024 - Present

Amtrak is seeking to expand their rail maintenance capacities at its Chicago hub and has engaged DB E.C.O. North America as part of a team to analyze access and capacity needs at two potential sites to support their long-term operational needs. This effort included identifying future service and fleet levels, and understanding routing of rolling stock for service and maintenance within the Union Station track plant and across trackage owned and dispatched by two railroads and utilized by four. DB identified service and maintenance access and movement needs, assessed the pros and cons of each potential new maintenance facility site, and evaluated the staging and storage movement requirements for various yard design alternatives and phasing strategies. Finally, DB provided recommendations to improve access or maintenance processes and ensuring that the proposed designs provide sufficient capacity for all service and maintenance moves.

Victoria has served as deputy project manager, technical lead, and subject matter expert, managing the analysis of infrastructure capacity and service needs, routing, maintenance needs, storage and staging, and reviewing proposed designs against programmatic needs.

NCTD Zero Emissions Program Rail Fleet Strategy and Support Services

Client: North County Transit District (NCTD)

Role: Fleet and Operations Subject Matter Expert

Dates: 2023 - Present

The North County Transit District (NCTD) engaged DB E.C.O. North America Inc. to support the development of a zero emissions (ZE) fleet strategy, including to identify the infrastructure and fleet requirements necessary to support the transition to ZE through a 15-year time horizon with improvements to service levels over time. DB is providing support for ZE transition for SPINTER and COASTER services through technical engineering support, implementation and strategy development, and will support NCTD through procurement.

As a subject matter expert, Victoria was responsible for evaluating operational requirements for ZE vehicle technology alternatives and identifying the balance of service needs and operational support necessary to provide service with each vehicle type. Victoria identified parameters for day-to-day operations and estimated fleet and infrastructure needs to support the development of a fleet count for each vehicle technology alternative.

SEPTA Trolley Modernization Operations and Capacity Study

Client: Southeastern Pennsylvania Transportation Authority (SEPTA)

Role: Project Manager

Dates: 2022-2023

The Southeastern Pennsylvania Transportation Authority (SEPTA) engaged DB E.C.O. North America Inc. to support its Trolley Modernization program in improving operations and capacity. Through the Trolley Modernization Operations and Capacity Study DB initiated a thorough existing conditions assessment of SEPTA's existing trolley ridership and operations, and through technical analysis and working with SEPTA's operations and planning departments DB developed and analyzed the impacts of a series of recommended infrastructure and policy changes intended to meet SEPTA's Trolley Modernization program goals to speed up service, reduce dwell time, reduce delays, and increase reliability while improving the passenger experience and reducing future fleet requirements. The DB Team developed a final report of existing conditions and recommendations that would allow SEPTA to decrease trip time, improve reliability, and nearly double capacity, and supported SEPTA's application for capital grant funding in support of the Trolley Modernization program.

As Project Manager, Victoria was responsible for coordinating and directing planning and technical analysis for all aspects of the project. Ms. Maciunas led DB's effort to develop and test recommended interventions drawing on her background in rail and transportation planning, on-site visits and observations, and analytical expertise. She coordinated weekly meetings with SEPTA's subject matter experts. Victoria presented findings from the analysis developed with a full Viriato model and RailSys simulation model of SEPTA's trolley network and specialized methodologies built for SEPTA's particular on-street and separated, signalized rights of way, and gathered feedback on operational and policy responses. Lastly, Ms. Maciunas led the team in reviewing and analyzing the impacts from each recommendation, developing the final report, and developing the final documentation supporting SEPTA's Trolley Modernization capital grant application.

ONxpress (OOI) Conceptual Planning

Client: DB E&C GmbH / ONxpress Operations, Inc.

Role: Rail Operations and Crewing Subject Matter Expert

Dates: 2022-2024

ONxpress Operations, Inc. is embarking on a 25-year project to build and operate a high-frequency all-day regional rail service for the Greater Toronto and Hamilton area. Under this project ONxpress will be the operator of the existing GO Transit rail network. DB E.C.O. North America's team was tasked with building a Service Design team tasked with producing future service plans, implementing near-term service schedules, and monitoring train performance.

Victoria served as the Rail Operations and Crewing subject matter expert (SME) for Crewing, responsible for analyzing current crew resourcing practices, leading efforts to develop future crew resource plans, and coordinating the implementation of an advanced transit planning and crew resource software tool (IVU). Ms. Maciunas has led a team of crew and resourcing experts to identify costs and cost drivers for current crew resources, recommending improvements to infrastructure and operating practices to increase efficiencies and improve cost savings, and to identify all relevant operating, contractual, and legal parameters for the development of the crew resource software for the agency's future use.



Noah Kahan

Analyst, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

M.A., Urban Planning . Harvard University Graduate School of Design / Cambridge, MA
B.A., History and Environmental Studies . Wesleyan University / Middletown, CT

Experience

2 years industry experience

Background

Before graduating Harvard, Noah interned at the Port Authority of New York and New Jersey on their Major Capital Projects team, working on projects like the Cross Harbor Freight Program and the Midtown Bus Terminal Replacement Program. In between his two years of graduate school, Noah interned at Amtrak on their Northeast Corridor Service Line business development team developing strategies to fill available seat miles on lower demand segments between New York and Boston. And during his last year of graduate school, Noah interned with Rail Passengers Association, making interactive story maps showing the Federal Railroad Administration's Corridor Identification and Development Selections and Long-Distance Study Preferred Routes. Noah is an urban planner with experience working on freight, intercity passenger rail, and transit-oriented development projects. He recently graduated from the Harvard Graduate School of Design with a master's degree in urban planning where he concentrated in housing, community, and economic development.

Relevant Skills

- ArcGIS Pro
- Adobe InDesign, Photoshop, and Illustrator
- R Studio
- Microsoft Excel
- SMA Viriato

Professional Experience / Key Projects

Caltrans Planning On-Call

Client: Caltrans

Contact: Shannon Simonds, Chief, Office of Rail Planning & Implementation - Caltrans / 916-879-1236 / Shannon.Simonds@dot.ca.gov

Role: Service Planner

Dates of Service: March 2025-Present

Cost: \$12,000,000 (2024-2029)

DB E.C.O. North America, Inc. is providing comprehensive technical consulting services to Caltrans, focusing on strategic service design and program development for Caltrans' Division of Rail Planning Office. DB's services include assisting in the technical and content development of the California State Rail Plan and creating a web-based dynamic version. For the five California Corridor Identification and Development projects, DB is providing technical support for service and operations planning, along with host railroad coordination. DB is developing an infrastructure and capital program database and conducting travel demand and ridership analysis.

Noah serves as a technical lead for the development of the 2027 California State Rail Plan, playing a central role in shaping the state's long-term rail vision. He is responsible for designing and implementing a user-friendly interface to better visualize and understand the capital projects identified in the plan, helping both internal teams and external stakeholders navigate complex infrastructure investments. In addition to this technical work, Noah contributes to broader service and rail planning efforts, applying Caltrans' Service-Led Planning Methodology to ensure that proposed infrastructure improvements directly support future service goals. His work bridges data, design, and strategic planning—ensuring that capital investment decisions are grounded in operational needs and aligned with the State's vision for an integrated, efficient, and rider-focused passenger rail network.

California Rail Infrastructure System (CRIS) Deployment - Capital Projects Database

Client: Caltrans

Contact: Shannon Simonds

Chief, Office of Rail Planning & Implementation

Caltrans / 916-879-1236 / Shannon.Simonds@dot.ca.gov

Role: Service Planner

Dates of Service: September 2024-Present

Cost: \$12,000,000 (2024-2029)

DB E.C.O. North America is developing, deploying, and operationalizing California Rail Infrastructure System (CRIS) for Caltrans as a centralized, cloud-based railroad infrastructure management platform, integrating real-time project modeling, scenario planning, and strategic capital investment planning tools to improve statewide rail network management. Noah manages the capital projects and the coding of track schematics, infrastructure (control points, stations, switches), speeds, and gradients in CRIS for southern California agencies. Noah uses the most up to date input documents, like track charts and employee timetables to input data.



FLIRT Service and Operations Analysis

Client: Caltrans

Contact: Shannon Simonds, Chief, Office of Rail Planning & Implementation – Caltrans / 916-879-1236 / Shannon.Simonds@dot.ca.gov

Role: Service Planner

Dates of Service: March 2025 - Present

Cost: \$250,000 (2024 - 2029)

As part of the FLIRT Fleet Planning for the Caltrans On-Call, Noah prepared scenarios running FLIRT hydrogen trains on the Central Coast corridor between San Jose and San Luis Obispo – prioritizing transfers from Capitol Corridor trains in San Jose and to Pacific Surfliner trains in San Luis Obispo. As part of this Task Order, Noah worked with a cross-functional team to deliver scenarios for Caltrans to run FLIRTs in California. Noah also helped research how the FLIRT equipment was funded and mechanisms needed in order for Caltrans to either lease or sell the FLIRTs to NCTD or any other agency in the state.

SEPTA Regional Rail Service Development Plan

Client: SEPTA

Contact: Ryan Judge, Deputy Chief Planning Officer – Strategy and Analysis SEPTA / 215.407.1430 / rjudge@septa.org

Role: Service Planner

Dates of Service: December 2024 – February 2025

Cost: \$560,000 (2024-2025)

DB E.C.O. North America is currently engaged in providing modeling and resource planning services to support the operationalization of SEPTA's Regional Rail Master Plan. The project involves modeling SEPTA's regional rail infrastructure to assess capacity, identify and model constraints, and identify infrastructure and operational needs to increase service levels and change service patterns in accordance with the long-range vision. The service development plan is identifying physical infrastructure requirements, crew headcount, fleet and yarding requirements including fleet parameters and specifications, and estimating the operating and maintenance costs associated with a variety of operational parameters and service levels.

As part of this effort, Noah conducted a capacity analysis, determining the number of trains per hour at 16th Street Junction. He also analyzed average dwell-times at all SEPTA stations using APC data. He used Microsoft Excel to make pivot tables and ran regressions using R-Studio to better understand the relationship between dwell-times and station onboardings as well as alightings.

Port Authority of New York and New Jersey

Client: Port Authority of New York and New Jersey

Contact: Glenn Guzi, Program Director – 212.435.6908 / gguzi@panynj.gov

Role: Major Capital Projects Intern

Dates of Service: June 2022 - August 2022

During his time at the Port Authority of New York and New Jersey, Noah researched and recommended competitive grants within the Bipartisan Infrastructure Law (BIL) to support funding efforts for the Port Authority Bus Terminal Replacement Program and the Cross Harbor Freight Program (CHFP). He lobbied for the CHFP's inclusion in the BIL's "Multi-State Freight Corridor Planning" initiative, working to unite neighboring states, cities, and planning organizations around a shared goal of securing \$30 billion in funding. Additionally, he constructed a detailed map using ArcGIS Pro to identify street-facing businesses around the Port Authority Bus Terminal to later assist with community outreach during construction.



Sarah Sciarrino, PE, AICP

Funding Lead

Sarah is a transit planner who has experience managing and supporting a variety of project types, including grant applications, transit development plans, program management, transit route implementation, alternatives analysis, and stakeholder engagement. Sarah's experience includes the development of capital and operating costs projections for financial modeling. She understands available funding sources and has developed grant applications for several federal funding sources, including Better Utilizing Investments to Leverage Development (BUILD), Infrastructure for Rebuilding America (INFRA), and Consolidated Rail Infrastructure and Safety Improvements (CRISI). Sarah brings to this contract her grant application experience, as well as her ability to effectively coordinate with planning and design functions and partner with program stakeholders to develop and advance projects. Sarah recently led the development of a successful grant applications on behalf of the Virginia Passenger Rail Authority (VPRA) for the Transforming Rail in Virginia Program that have resulted in \$729 million in Federal-State Partnership for Intercity Passenger Rail and \$100 million in Consolidated Rail Infrastructure and Safety Improvements (CRISI) funding.

RELEVANT EXPERIENCE

VPRA, Transforming Rail in Virginia Grant Application Development and Support, Richmond, VA — Project Manager. As part of the Transforming Rail in Virginia program, Sarah leads the Kimley-Horn team that assists VPRA with the development of grant applications and Benefit Cost Analysis (BCA) for federal I funding sources, including: FSP, BUILD, INFRA, and CRISI. In 2023 and 2024, Sarah led the development of successful grant applications that resulted in \$729 million in FSP and \$105.8 million in CRISI funding for projects in the Transforming Rail in Virginia program.

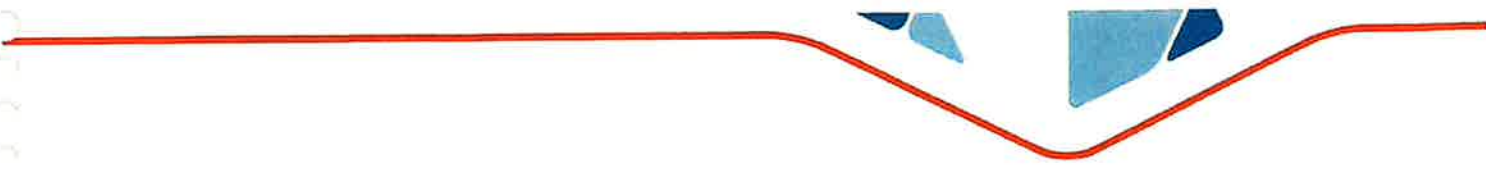
NCDOT Rail Division, Federal Grant Assistance, Raleigh, NC — Project Manager. Sarah led the Kimley-Horn team that supported NCDOT's Rail Division on behalf of the Southeast Corridor (SEC) with the preparation of a Fiscal Year 2022 (FY22) Consolidated Rail Infrastructure and Safety Improvements (CRISI) program grant application for the Southeast Shared Freight Rail Network Analysis project. The proposed project looks to build on the previous work done on the SEC to advance the SEC Commission's efforts to progress statewide and regional rail initiatives, identify program and project priorities, and secure consistent funding to meet the passenger and freight demands of the growing region. The Southeast Shared Freight Rail Network Analysis would evaluate the Southeast rail network constraints and identify opportunities to improve the fluidity of the network to benefit both freight and passenger rail. The Kimley-Horn team developed the CRISI grant application narrative as well as the supporting Benefit-Cost Analysis (BCA) and Statement of Work (SOW) for the project. The application was submitted to FRA in December 2022.

PROFESSIONAL CREDENTIALS

- Master of Science, Civil Engineering, Carnegie Mellon University
- Bachelor of Arts, Physics, Colgate University
- Professional Engineer in Virginia
- American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

- Women's Transportation Seminar, Past President of the Central Virginia Chapter
- American Planning Association



FRA, Program Support for Amtrak Capital Grant Program Oversight/Governance, Washington, DC — Project Planner. Sarah was part of the Kimley-Horn team that, as a subconsultant, provided FRA's Office of Railroad Policy and Development (RPD) programmatic support for the evolving Amtrak capital program oversight/governance program to support FRA's requirements and help ensure Amtrak grant funds are spent in a manner to ensure the highest value to passengers and American taxpayers in accordance with statutory requirements. The team began by performing an initial program assessment, including interviews with FRA staff involved in Amtrak activities and a leadership workshop with senior RPD leadership and staff, to gain an understanding of current activities and identify risks. Using the information gathered in the initial program assessment, the team helped to develop a 5-year RPD strategy plan to provide guidance on best governance practices by defining RPD requirements, roles, and responsibilities; identifying critical coordination areas between RPD divisions and other FRA offices; establishing monitoring metrics; and developing an approach with milestones for implementation of the strategy plan. Sarah was responsible for conducting interviews of FRA staff and developing the 5-year strategy plan.

AASHTO/SAIPRC, Support for PRIIA 209 Cost Policy Revision, Nationwide, US — Project Planner. Kimley-Horn is managing the technical work to revise the method of calculating state payments and supporting the policy revisions that help define the Amtrak-state business relationship. Our team is leading the development of a database viewing tool which allows for collaborative decision making on how costs are categorized into activities and services that state partners receive, and on how costs are assigned or allocated to routes. The team is identifying opportunities to simplify or modify the current cost methodology algorithm to improve clarity and transparency amongst SAIPRC members. As part of the overall cost policy revision effort, the allocation of station costs between state-supported and long-distance routes was identified as an area needing a more detail review. Sarah led the analysis for the detailed evaluation of station cost allocation at two case study stations, Sacramento Valley Station and Los Angeles Union Station. She reviewed existing staffing levels, train service, ridership, and cost share by route at the stations; identified key observations; and facilitated conversations between Amtrak and California on potential modifications to the cost allocation methodology to improve transparency and better align with the collective delivery of services.

Chesterfield County, Transit Feasibility Study for the Route 60 Corridor, VA — Project Manager. Sarah led the Kimley-Horn team that helped Chesterfield County study the viability of public transportation options in the Route 60 (Midlothian Turnpike) Corridor from Chippenham Parkway (VA Route 150) to Walmart Way/Stone Village Way (approximately 6 miles). The purpose of the study was to collect feedback from the public and evaluate capital and operating needs for new transit service on Route 60. This analysis was used to support a successful Virginia Department of Rail and Public Transportation (DRPT) Demonstration Grant application for FY2023. Our services included reviewing previous study efforts conducted on the Route 60 Corridor, conducting online surveys to gather feedback from residents and businesses in the corridor, evaluating operations for transit service on Route 60 in collaboration with GRTC Transit System, evaluating infrastructure needs at proposed stop locations, and developing the DRPT Demonstration Grant application. As a result, Chesterfield County was awarded a \$1,880,000 grant for this project.



Mathias Prakesch

Manager Technical Consulting, DB E.C.O. North America, Inc.



Education, Licenses & Certifications

B.S. Economics, Berlin School of Economics and Law
Project Management Professional (PMP) certificate (2021)
Financial Modelling FAST Certified

Experience

21 years industry experience

Background

Mathias is a Consulting Manager at DB E.C.O. North America and an expert in international finance and a certified project management professional (PMP); he provides support in the evaluation of new business models, including financial assessments and financial modelling. Through his projects he gained extensive experience in operations and maintenance cost calculation and lifecycle costing, acquisition consulting, risk management, scenario comparison, financial modeling and project cost assessment.

Before Mathias joined DB E.C.O. North America Inc. he was in various roles at Deutsche Bahn in Germany. As a Manager International Finance and Projects for DB International Operations his responsibilities included the preparation and evaluation of business cases for potential acquisitions and the commercial lead for various rail projects. Prior to that, he was employed as Expert Planning and Reporting in the holding of the DB group.

Relevant Skills

- Project Management with excels in leading work streams and projects
- Commercial lead, including project cost assessment and contracting in acquisition projects in the railway sector
- Client Business Case Evaluation, Financial Modeling and Scenario Comparisons
- Operations and Maintenance Cost Calculation and Lifecycle Costing
- Acquisition Consulting and Risk Management

Professional Experience / Key Projects

WMATA CBTC - Rail Automation Program

Client: Washington Metropolitan Area Transit Authority

Role: Cost Estimator

Dates: 2024 - ongoing

WMATA's current train control system is over 40 years old and in need of modernization. The Next-Generation Signaling Program (NextGen) will replace the existing Washington Metropolitan Area Transit Authority (Metro) Automatic Train Control (ATC) system with a state-of-the-art Communications-Based Train Control (CBTC) system. The program's primary goals are to increase reliability, reduce maintenance costs, address parts obsolescence, and improve roadway worker safety. Secondary goals of the program are to increase operational flexibility, which will reduce the impact of incidents, enable faster recovery, and achieve a modest improvement in operational capacity through the introduction of CBTC, wherever the inherent design constraints of the Metrorail system will allow. This large and complex effort will impact most aspects of WMATA's operations covering 128 route-miles, 98 stations, 10 railyards, and 1,200+ railcars. Scope of Services: In 2023 DB E.C.O North America Inc. was selected as the acquisition strategy and contracting support services consultant for the NextGen CBTC program. The appointment is an initial 3-year term with options to extend up to 15 years to support the planning and procurement phases of the CBTC program.

Mathias is leading the financial assessment of 6 complex sub tasks to support the client's strategy to procure contractors for a potential future implementation of a CBTC system. Developing a common basis for financial evaluation and working with Subject Matter experts with specialized knowledge to be able to determine the costs for all individual activities. In addition, Mathias is leading the overall cost estimation of WMATA's multibillion dollar Rail Automation Program and is supporting grant application activities.

California High-Speed Early Train Operator

Client: California High-Speed Rail Authority

Role: Principal Financial Advisor

Dates: 2019 - Ongoing

The California High-Speed Rail Authority is responsible for the planning, design, construction and operation of the first high-speed rail system in the nation. DB E.C.O. North America Inc. was chosen as the Early Train Operator and will initially consult on and develop the system and then operate it. The System will connect the mega-regions of the State, contribute to economic development and a cleaner environment, create jobs and preserve agricultural and protected lands. The high-speed rail system will run from San Francisco to the Los Angeles basin in under three hours. The program will eventually extend to Sacramento and San Diego, totaling 1,280 kilometers (nearly 800 miles) with up to 24 stations. Since December 2017, DB has worked alongside the authority and their advisors on the design, development of procurement and the commercial aspects of the high-speed rail system.

As the ETO Principal Financial Advisor, Mathias is leading the consultation regarding operations and maintenance costs, lifecycle costs and financial modelling activities for the Early Train Operator of the California Highspeed Rail project. He is leading the cost evaluation process for Business Plans and other studies, including preparation of technical reports and provides a continuous further development of tools and methodologies. In addition, Mathias is leading the creation and further development of a Concept of Operations for California High Speed. In his role as Principal Financial Advisor, he is responsible for all administrative tasks, such as internal financial reporting, creating and coordinating the mobilization plan with the customer, and any special tasks that arise.



FrontRunner Next Steps Strategy – On-Call Operations Planning

Client: Utah Transit Authority
Role: Cost Estimator / Financial Modeler
Dates: 2021 - 2022

DB E.C.O North America has been retained by UTA on an on-call basis to perform service and operations planning to support the optimization of current operations and the future growth in service on the corridor. Task Order 1 of the on-call focused on the development of operationally feasible concepts that allows UTA to expand service. In this initial effort, DB developed service concepts in Viriato that identified infrastructure investment and/or operational adjustments that allow for increased service during peak periods. DB also performed operational analysis of existing service to understand day-to-day operational variability and developed and calibrated a RailSys dynamic simulation model of the FrontRunner corridor, to be used in future task orders. Task Order 2 focused on identifying an initial investment package to increase frequency, reduce trip time, and improve schedule resiliency by extending double track sections and investing in new equipment. Together with the operational and service analysis, DB analyzed the impact on operating and maintenance costs. Based on UTA's current cost structure, DB developed cost models that provide an indication of future operating and maintenance costs.

Mathias led the financial assessment, including costing and financial modelling, for different options of route extensions with an additional service structure to estimate the impact on the Operations & Maintenance (O&M) cost. He estimated the additional O&M cost in collaboration with Subject Matter Experts based on data from the client.

On-Call Services Cost allocation

Client: North County Transit District
Role: Cost Estimator / Financial Modeler
Dates of Service: 2021

North County Transit District (NCTD) owns and operates the San Diego Subdivision between San Diego, CA and the San Diego County/Orange County line to the north. In addition to NCTD's COASTER commuter service, Amtrak, Metrolink (SCRRA) and BNSF Railway all use portions of the San Diego Subdivision, with NCTD providing various services to these three tenant operators. NCTD engaged DB to both understand how shared operating and capital costs are allocated between NCTD and tenants today, as well as to propose and develop an alternative allocation methodology which would share cost in a transparent and equitable manner.

Mathias led the financial assessment, including costing and financial modelling, for the developed service plan expansion options to estimate the impact of the service expansion on the Operations & Maintenance cost. He estimated the additional Operations & Maintenance cost in collaboration with Subject Matter Experts based on data from the client. The assessment was used to inform funding discussions with the responsible authorities.

Deutsche Bahn International Operations GmbH (DBIO)

Client: Deutsche Bahn International Operations GmbH
Role: Manager International Finance and Projects
Dates of Service: 2018-2019

Deutsche Bahn International Operations (DB IO) is a subsidiary of Deutsche Bahn AG, focused on delivering rail and mobility operations outside of Germany. DB IO leverages the expertise and experience of Deutsche Bahn—one of the world's largest and most advanced railway operators—to manage and operate passenger rail systems, develop new mobility solutions, and support public transport authorities in achieving their strategic goals. The company specializes in complex operating environments, including high-speed rail, commuter rail, and integrated mobility networks, with a strong emphasis on safety, efficiency, and customer satisfaction. Through long-term partnerships, DB IO brings German rail standards, digital innovation, and operational excellence to international markets, including projects in Europe, the Middle East, and North America.

Mathias was responsible for the preparation and evaluation of business cases of potential acquisitions, budget control and controlling of DB International Operations GmbH. This included the establishment of controlling structures and processes for this newly founded company. He was the commercial lead in various international railway projects: Acquisition of Etihad Rail DB, whose shares were transferred within the DB Group, including the renegotiation of all customer contracts and the commercial terms and conditions. RFQ process for the DB IO project RER Ontario, GO Rail Expansion - On Corridor Project, Toronto, including responsibility for the establishment of a DB IO branch in Canada and management of the finance related processes.

Deutsche Bahn AG

Client: Deutsche Bahn AG
Role: Expert Planning and Reporting
Dates: 2008-2018

Deutsche Bahn AG is Germany's national railway company and the headquarters of the Deutsche Bahn Group, one of the world's leading providers of mobility and logistics services. Based in Berlin, Deutsche Bahn AG oversees a broad portfolio of passenger and freight transport operations, infrastructure management, and digital mobility solutions. Through its various divisions, DB operates a comprehensive rail network across Germany and Europe. With a strong focus on innovation, sustainability, and operational excellence, Deutsche Bahn plays a central role in shaping the future of rail transportation both nationally and internationally.

Mathias was responsible for continuous analysis, planning and forecast and focused preparation of the findings for an active support of the Chief Executive Officer of the DB-group and the head of group controlling. He was leading the execution of the annual evaluation process of financial assets for all shareholdings of the DB-group and he was responsible for DB-group risk management and the creation of the DB-group risk report. His role also included the subproject management for planning and reporting for the DB group project of implementing the new IFRS 16 standard.



Corey Hill

Strategic Advisor

Corey has 22 years of experience serving in governance roles for federal, state, regional, and local agencies, and 9 years of experience as a consultant. His areas of responsibility have included multibillion-dollar rail and transit projects and program management for multibillion-dollar capital project portfolios at the state and federal levels. As the Director of the Office of Program Delivery for FRA, Corey built the office from the ground up including the development of grant program policies and procedures, and leading multi-disciplinary teams responsible for delivering and overseeing \$25 billion of federal investments across 17 grant and loan programs. At Kimley-Horn, he leads strategic planning and program management projects for public sector clients, with his primary focus for the past 7 years being the Transforming Rail in Virginia program. The program is one of the key rail development programs FRA has cited as a model for FRA's Corridor ID program.

RELEVANT EXPERIENCE

VPRA, Transforming Rail in Virginia, Statewide, VA — Program Director.

Corey leads the Kimley-Horn team that serves as the program manager to VPRA for the Transforming Rail in Virginia program. Kimley-Horn supported the acquisition of three railroad corridors from CSXT and one from Norfolk Southern (more than 400 miles total). Based on comprehensive service development planning performed by the Kimley-Horn team, we are now partnering with CSXT, Norfolk Southern, Amtrak, and VRE to deliver 20 capital improvements with a total estimated cost of \$4.1B on the acquired corridors.

NDOT, Step 1 Corridor ID for Brightline West High-Speed Intercity Passenger Rail Project, Carson City, NV — Project Manager.

Kimley-Horn is providing NDOT rail consulting support services to complete Step 1 of FRA's Corridor Identification and Development (CID) Program for the Brightline West High-Speed Intercity Passenger Rail Project. The CID Program will support the development of the high-speed rail (HSR) corridor between Las Vegas, NV, and Southern California. Once completed, the project will enhance transportation options, improve regional connectivity, support economic growth, and promote sustainable development between the two states. Kimley-Horn's responsibilities include leading stakeholder coordination and goals development; reviewing existing planning and development materials to ensure alignment with the required Service Development Plan (SDP); and developing a draft statement of work, schedule, and budget for Step 2 of the CID Program process.

NBC Universal, Sunshine Corridor Program Management, Orlando, FL — Senior Advisor.

The Central Florida region and passenger rail operators are working together to develop the Sunshine Corridor Program, a shared-use highway/rail corridor connecting Orlando International Airport and Tampa, FL. As a senior advisor, Corey directs the team and advises the client on program development, including service development and capital/operating planning, and strategy development for pursuing federal funding for the estimated \$4B project in coordination with Brightline.

PROFESSIONAL CREDENTIALS

- Master of Public Administration, George Mason University
- Bachelor of Science, Political Science, James Madison University

PROFESSIONAL AFFILIATIONS

- American Public Transportation Association
- American Association of State Highway and Transportation Officials
- Transportation Research Board



Personnel Availability For this Project

The DB team is committed to providing consistent and reliable access to project staff throughout the study. We maintain clear points of contact and structured availability to support responsive communication, timely coordination, and continuity of work. The table below summarizes planned availability for key team members.

Personnel	Project Role	Availability
Clayton Johanson	Principal in Charge	35%
Dan Miodonski	Project Manager	60%
Jenny Brown	Deputy Project Manager and Task 6 Lead	60%
Corey Hill	Strategic Advisor	30%
Paul Lewis	QAQC Lead	30%
Scott Presslak	Lead, Corridor Review (Tasks 1, 2, 5)	50%
Michael Weaver	Corridor Review (Tasks 1, 2, 5)	40%
Angel Jacome	Corridor Review (Tasks 1, 2, 5)	40%
Adrian Diaz de la Rivera	Corridor Review (Tasks 1, 2, 5)	40%
Jeff La Hood	Lead, Stations (Task 3)	50%
Tanja Luchova	Stations (Task 3)	40%
Stephan Helmbold	Stations (Task 3)	40%
Wendy Messenger	Lead, Planning (Tasks 7, 8)	50%
Victoria Maciunas	Planning (Tasks 7, 8)	45%
Noah Kahan	Planning (Tasks 7, 8)	40%
Sarah Sciarrino	Lead, Funding (Task 4)	50%
Matthias Prakesch	Funding (Task 4)	45%

1.4 Product Support

Ability to Complete the Project

The DB team is structured to provide responsive, coordinated support throughout the Intercity Passenger Rail Study. Our delivery approach emphasizes clear communication, defined decision and review points, and proactive identification of risks related to schedule, budget, or technical issues. We focus on maintaining project momentum and ensuring that work progresses in an organized and transparent manner aligned with the MPO's objectives.

Current Workload and Availability

Team members have been selected based on relevant experience delivering intercity passenger rail feasibility studies, shared-use corridor evaluations, service planning, and federal funding-aligned planning assignments. DB manages resource availability across our North American practice to ensure the right technical specialists are accessible at the appropriate project stages. Based on current workload and staffing plans, the assigned team is available to begin immediately and sustain the schedule requirements of this study.

Availability for Meetings and Collaboration

Coordination will be supported through a combination of virtual and in-person meetings, depending on project needs. Jenny Brown, PE, serving as Deputy Project Manager, is based locally in Kimley-Horn's Huntsville office, providing day-to-day accessibility for coordination with local agencies and stakeholders. Additional DB personnel located within practical travel distance will participate in key workshops, review sessions, and stakeholder meetings, ensuring continuity of engagement and technical support.



Responsiveness to Stakeholders and Host Railroads

DB has extensive experience facilitating planning-level coordination in shared-use freight environments and understands the importance of aligning early passenger rail concepts with the priorities and operational realities of host freight railroads, including Norfolk Southern (NS) and CSX Transportation, which operate in the Huntsville region. Our approach uses early screening-level operational analysis, high-level capacity considerations, and clearly framed planning assumptions to support productive engagement without overburdening railroad partners before a preferred corridor is defined. The study will include structured communication protocols, timely sharing of meeting documentation and action items, and consistent engagement with relevant agencies and stakeholders. This collaborative approach supports informed decision-making and fosters a transparent planning process.

1.5 Product/Customer References

Please see the following pages.



Extending rail service from Miami to Orlando International Airport

Brightline is currently extending its intercity line from Miami to Orlando and eventually onto Tampa. There is a planned stop at Orlando International Airport, but the alignment and station locations in the region are otherwise still in flux. Potential connections under consideration include a new infill stop along the existing SunRail commuter rail service, Downtown Orlando (currently served by SunRail), the Orange County Convention Center and nearby Universal Epic World theme park, and/or Disney theme parks along Interstate 4 being considered.

DB E.C.O. North America staff acted as an honest broker among stakeholders with competing concepts and goals for rail service in Central Orlando. They helped educate non-experts on the broad range of possible service goals and what the resulting system could look like. For each service goal, DB showed how service, rolling stock, and infrastructure are intertwined, working with partner firms' civil engineers to identify feasible solutions for seamless connections and sufficient terminal capacity, ultimately providing travel time and fleet size estimates for use in ridership models and capital and operating cost estimates.

Universal Brightline:

Sunshine Corridor Service Planning

Client	Universal Studios Orlando
Location	Orlando, Florida
Duration	2022 - Ongoing
Reference	Bradley Goeb, Title Universal City Property Management III, LLC 9751 Universal Boulevard Orlando, FL 32819-8703 Bradley.goeb@universalorlando.com



Understanding the impact of proposed rail service expansion into Chicago's far west suburbs

BNSF Railway hired DB E.C.O. North America Inc. to identify potential infrastructure improvements that would be necessary to support additional rail traffic volume if Metra extends its existing Chicago-area rail service into far-west suburban Kendall County. Metra's current terminus is in the city of Aurora, but the agency is investigating options to reach the communities of Yorkville, Plano, and Sandwich.

DB E.C.O. NA analyzed existing freight traffic flow on BNSF's Aurora, Chicago, and Mendota Subdivisions to determine realistic forecasting measures to quantify existing future freight and passenger capacity using our team's capacity marketplace approach. Staff analyzed four years of BNSF OS data using Tableau to determine existing conditions, projecting future growth and determining existing infrastructure constraints, and assisting with developing a model to perform the capacity marketplace analysis using Viriato. In total, nine unique patterns providing service to three different combinations of prospective stations were considered as part of the analysis. Responsibilities also included creating and hosting regular meetings with the project's Technical Working Group (TWG) which includes representatives from BNSF and Metra.

BNSF Metra Kendall County Study

Client	BNSF Railway
Location	Kendall County, Illinois
Duration	2021 - 2022
Value	\$170,000
Reference	Jim Tylick, AVP Passenger Operations (817) 867-5040 james.tylick@bnsf.com



Planning for Future Capacity Needs on the Cascades Corridor

The Washington State Department of Transportation (WSDOT) conducted a preliminary Service Development Planning process to guide future improvements for Amtrak Cascades service, focusing on the corridor between Portland, OR, and Vancouver, BC. This analysis was prepared by DB E.C.O. North America Inc. (DB) under WSDOT's direction and in agreement with BNSF, as part of the Pacific Northwest Rail Corridor Alternative Development Project. The conceptual operations analysis aimed to identify operational and infrastructure needs for the Amtrak Cascades service in 2045, considering future service levels and the protection of BNSF's freight franchise.

DB conducted two interrelated studies: a pathing study and a capacity study, in consultation with WSDOT's Amtrak Cascades service partners, including the FRA, BNSF Railway, Sound Transit, CN, Amtrak, and ODOT. The Technical Working Group, comprising representatives from these organizations, provided feedback on the technical analysis.

BNSF WSDOT Cascade Corridor Pathing

Client	Washington State DOT
Location	Seattle, Washington
Duration	February 2023 - February 2024
Value	\$279,000
Reference	Jim Tylick, AVP Passenger Operations BNSF Railway, 2650 Lou Menk Drive Fort Worth, TX 76131 (817) 867-5040 james.tylick@bnsf.com



Restoring passenger rail service in Southeastern Wisconsin

The City of Racine, Wisconsin is pursuing the restoration of passenger rail service in southeastern coastal Wisconsin as part of a broader effort to improve regional mobility, strengthen economic opportunity, and provide residents with more sustainable transportation options. By reestablishing a rail connection, Racine aims to link communities more effectively within the region and create stronger ties to the statewide and national passenger rail network.

To support this initiative, the City has retained DB, with Kimley Horn as a subconsultant, to provide comprehensive planning, technical analysis, and strategic guidance. DB will draw on its experience in passenger rail development to evaluate a range of service scenarios that reflect both community needs and regional travel demand. The firm will identify the infrastructure and operational improvements required to support new service, including track, stations, rolling stock, and supporting systems.

DB's work also entails leading coordination with public agencies, elected officials, and other stakeholders to ensure the project reflects local priorities while aligning with broader transportation and economic development goals. This process is also preparing Racine to navigate the highly competitive federal funding environment. DB structures the planning effort around the requirements of federal grant programs, ensuring that technical documentation, service planning, and cost estimates meet the standards necessary for a strong application.

The deliverables from this work include detailed service plans, infrastructure assessments, and a clear strategic roadmap for implementation. Together, these position the City of Racine to advance passenger rail restoration in a way that is technically sound, financially competitive, and responsive to community goals.

Milwaukee Area-Racine-Kenosha Rail Study

Client	City of Racine
Location	Racine, Kenosha, and Milwaukee, WI
Duration	2025- September 2025 (est.)
Value	\$2,000,000
Reference	Trevor Jung Transit & Mobility Director City of Racine - RYDE Racine 262-636-9123 trevor.jung@cityofracine.org



Conceptualizing an Integrated Rail Network in Virginia

DB E.C.O. North America, working with Kimley Horn, developed an integrated and phased service and infrastructure concept for the Washington, D.C. to Richmond, VA corridor for the Virginia Department of Rail and Public Transportation called the Atlantic Gateway - Strategic Operations Study. The study developed an integrated and phased service and infrastructure concept for the Richmond to DC corridor. This integrated concept identified specific infrastructure needs, including locations where acquiring and/or constructing dedicated passenger tracks between Richmond and DC would be necessary to achieve the desired service outcome. Multiple service alternatives were developed along with their coinciding infrastructure requirements resulting in a recommendation for phased service growth and infrastructure investment that supports step-by-step growth in passenger operations.

The final concepts were then used as the basis for successful negotiations with CSX for the purchase of a portion of the CSX right-of-way from Washington, D.C. to Richmond, VA for expanded VRE commuter and state-sponsored regional rail service. DB solicited feedback from CSX, VRE, and Amtrak and held periodic technical working group with DRPT, CSX, VRE, and Amtrak to incorporate continuous feedback. Following the agreement, DRPT engaged DB in further schedule development efforts to operationalize the conceptual plans developed to support the negotiations.

Transforming Rail in Virginia - Atlantic Gateway

Client	Virginia Department of Rail and Public Transportation (DRPT)
Location	Richmond, VA
Duration	June 2018 - 2023 (est.)
Value	\$945,000
Reference	Jeremy Latimer, AICP Director of Rail Services Virginia Passenger Rail Authority (804) 225-4016 Jeremy.Latimer@vptra.virginia.gov
Key Staff	Michael Weaver Harold Kizman Adrian Diaz de Rivera



Tab 4: Scope of Work

Scope of Work: 1.6. General

Project Understanding

The City of Huntsville and MPO seek to evaluate the feasibility, demand, and implementation pathway for future intercity passenger rail service connecting Huntsville with nearby metropolitan areas including Birmingham, Florence (The Shoals) Nashville, Chattanooga, and Atlanta.

Railroad history in Huntsville dates back to the 1850s when Huntsville residents raised \$50,000 to ensure a railroad would pass through the town, securing the town's economic future. This led to the construction of the Memphis and Charleston Railroad, which would later become part of the Southern Railway and today's Norfolk Southern Railway.

As late as the 1950s, Huntsville was served by four passenger trains a day offering direct service to Memphis, Chattanooga, Sheffield-Tusculum (station for Florence/The Shoals), and to as far away as New York City without the need to change trains. Passenger rail service to Huntsville ended in 1968 when the Southern Railway's *Tennessean* stopped operating.

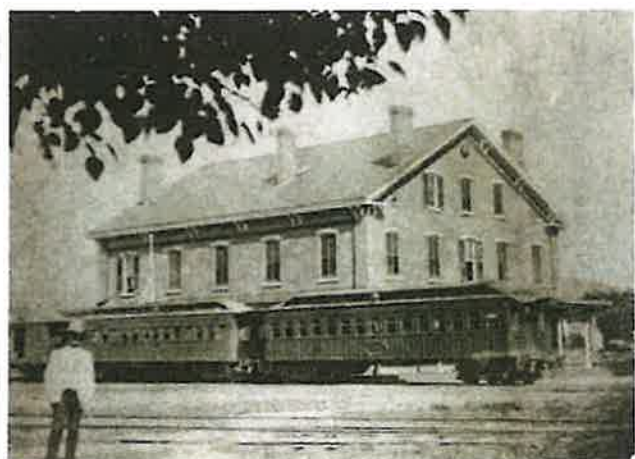
While passenger train service has been discontinued, the City of Huntsville sought to protect the historic circa-1860 Huntsville train station, the oldest passenger station still standing in Alabama. The station was added to the National Historic Register and later purchased by the City of Huntsville.

Today, Huntsville and the MPO are building on modern planning initiatives—including the 2018 BIG Picture master plan and the 2022 Huntsville High-Capacity Transit Study—to evaluate how intercity passenger rail could complement a maturing regional mobility network. The Intercity Passenger Rail Study will provide a data-driven foundation for long-term investment by collecting and analyzing current and projected daily trips across modes, screening and comparing potential corridors, and identifying which routes present the strongest combination of demand, feasibility, operational viability, and regional benefit. This analysis will include identifying potential station locations within the MPO area, supported by an understanding of land use, multimodal access, development potential, and compatibility with the City's broader transit vision.

Any viable corridor will require close coordination with the infrastructure owners and host railroads—most notably Norfolk Southern and CSX and other regional freight operators—to evaluate capacity constraints, freight-passenger interface issues, and best practices for shared-use corridor development. Early engagement and technical understanding of freight operations will be essential to ensuring that future concepts are realistic, operationally sound, and acceptable to host rail partners.

A key outcome of this study will be the preparation of all documents necessary for each recommended corridor to support a future Federal Railroad Administration (FRA) Corridor Identification and Development (Corridor ID) Step 1 application. This includes assembling the required project narrative, defining the service development concept at the appropriate level of detail, and demonstrating demand, readiness, and feasibility consistent with FRA guidance.

Finally, we recognize the importance of strong project management throughout the engagement. The selected Project

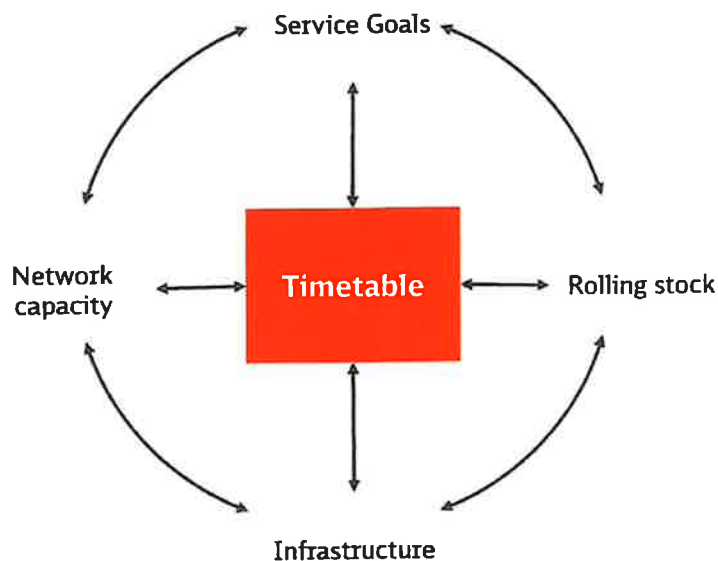




Manager will provide consistent communication with City and MPO staff, deliver required monthly progress reports, maintain cost and schedule control, and coordinate subconsultant participation. Our team is built around meeting these expectations. Project Manager Daniel Miodonski brings over a decade of experience at Metra, where he led corridor planning initiatives and coordinated closely with host freight railroads. Serving as Deputy Project Manager is Jenny Brown with Kimley-Horn. Jenny is based in KHA's downtown Huntsville office. Jenny brings critical local context and understanding to our team. She combines strong experience on local projects such as Advanced Corridor Management on I-565 and I-65 which included Norfolk Southern as stakeholder along with experience on rail projects in Minneapolis and Charlotte.

They are supported by Principal-in-Charge Clayton Johanson, whose 15 years in planning and operations at BNSF Railway provide deep insight into the practical realities of shared freight-passenger corridors. Together, our team combines passenger rail planning expertise, freight railroad operational knowledge, and federal grant preparation experience to deliver a study that positions Huntsville for competitive entry into the FRA Corridor ID program.

Overall Project Approach: Innovation and Creativity



Since establishing ourselves in 2017, DB has become a nation-wide leader in rail service planning. We have done that by bringing a fresh approach to rail service planning. Traditional rail service planning often fails to distinguish the level of detail required to answer the questions asked, which leads to the use of complex, black-box simulation software that requires excessive time and money to complete. This results in more time spent calibrating models and less time spent answering the key questions of the study: where should a rail service go, how frequent can it operate, and what is the relative level of investment required to achieve the outcomes.

DB will employ our innovative and creative approach to rail service planning called **Operations-Centric Planning**. This approach places the key deliverable to the public -a train service- at the center of our efforts. Key aspects of delivering the train service such as rolling stock, infrastructure, service goals, and network capacity are then evaluated in how each element impacts, or is impacted, a desired timetable/train schedule.

Railroads are a unique, complex, and capital-intensive industry. Infrastructure is often privately owned (like in Huntsville and the surrounding region). It is critical to understand all the elements that drive capital and operating cost expense and how decisions in one element of service planning can result in costly consequences in other elements. The key feature of Operations-Centric Planning to planners and agencies is the ability to clearly understand and communicate the benefit each element brings to developing the overall train service plan.

Our planning approach consists of an iterative, open, and transparent process that relies on the active engagement of a Stakeholder Working Group. This working group will provide critical input, feedback and guidance throughout the Project. The Working Group will be convened to support the development of service concepts, with participation from key project stakeholders. The working group will meet regularly to discuss input needs, analyze results, and identify potential concept refinements.

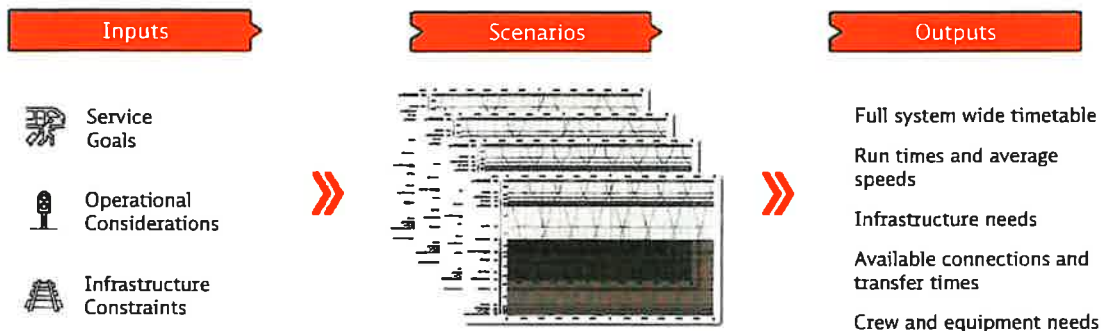
To enable our innovative approach DB will use an advanced rail planning tool called *Viriato*. *Viriato* is a powerful rail operations planning tool. DB will build a simplified model of all railway lines in the study area in *Viriato*. This will support the development of corridor analysis in Task 2. This process may identify operational parameters and/or infrastructure investments required for achieving the defined service goals.

While DB utilizes several tools for rail operations planning, *Viriato* is the most efficient tool to use at this stage in project development. *Viriato* software will assist in understanding infrastructure and capacity needs given future constraints.

DB recognizes a significant constraint for any proposed service is that it will operate on infrastructure owned and dispatched by private freight railroads. Understanding the network's current capacity and ability to add service is crucial to developing a long-term plan, programming capital investments, and coordinating with freight railroads.

In 2020 we developed **Capacity Marketplace (CM)** for capacity planning purposes on shared passenger and freight rail corridors across the United States. This product is unique to DB. CM uses the concept of a marketplace to evaluate supply

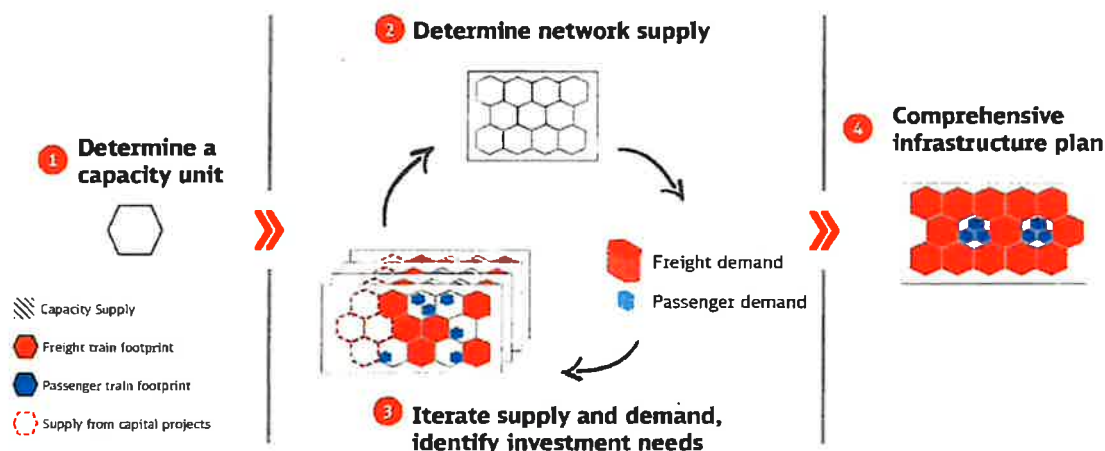
Viriato allows DB to dynamically update service concepts to respond to limitations, trade-offs, and policy decisions



and demand on a railroad corridor, establishing a quantitative value to calculate both capacity supply and demand. CM allows the necessary level of understanding of the capacity and constraints of the railroad but removes the need to have black-box simulation software.

CM considers supply as the amount of available railroad capacity as a function of track configuration and track speeds. The amount of time and space trains, safety inspections, and maintenance activities consume represents capacity utilization or demand on that supply. When an entity does not provide train operations data, typical of freight carriers in feasibility-level studies, DB will determine total line capacity, how much capacity is consumed by passenger rail operations, and how much capacity would remain for freight activity. The DB team will specify the service benefit attributable to the required infrastructure if additional infrastructure is necessary. Also, the analysis will provide a basis for discussions with host railroads about the deployment of future services.

The Capacity Marketplace quantitatively compares infrastructure and operational opportunities to improve rail network utilization in a timely and cost-effective manner





Task 0 – Project Management

Objective

Establish a structured and transparent project management framework that supports consistent communication, schedule and budget control, and organized coordination among the DB team, the Huntsville MPO, and project stakeholders throughout the duration of the Intercity Passenger Rail Study.

Approach

The DB team will assign an experienced Project Manager, Dan Miodonski, who will lead day-to-day coordination and serve as the primary point of contact for the Huntsville MPO. Dan will organize and facilitate project meetings, schedule and manage internal and external review cycles, and maintain clear documentation of decisions and action items. Meeting summaries will be prepared and provided to the owner's representative within five working days following each coordination meeting. As directed, the Project Manager will support participation in meetings with public agencies and other stakeholders with interest in the study. In addition, Jenny Brown, who is based in Huntsville, will serve as Deputy Project Manager. Jenny will support day-to-day management of the study and will serve as a local liaison for coordination with the Huntsville MPO and regional stakeholders. As a founding member of Kimley-Horn's Huntsville office, Jenny has established strong working relationships with agencies and organizations across North Alabama, providing valuable local insight and direct accessibility that will benefit this study.

The Project Manager will submit monthly progress reports by the 10th calendar day of each month, summarizing progress against major milestones, work completed, upcoming activities, schedule status, and any emerging issues or risks. Reports will also include budget status, action item tracking, and identification of schedule or cost deviations. Monthly invoices will accompany each report.

The DB Project Manager will maintain continuous oversight of project costs and subconsultant activities, including review of subconsultant pricing and contract modifications, preparation of required monthly subconsultant utilization reports (including DBE reporting), and maintenance of complete project documentation and files.

Deliverables

- Monthly progress reports submitted by the 10th calendar day of each month, including schedule and cost status
- Monthly invoices
- Meeting agendas, notes, and action item tracking
- Updated project schedule reflecting progress and modifications
- Monthly subconsultant utilization report, including DBE reporting
- Documentation of coordination meetings with agencies and stakeholders

Task 1. Data Collection

Objective

The objective of Task 1 is to establish a comprehensive understanding of existing and projected intercity travel demand between the Huntsville MPO region and nearby major metropolitan areas—Birmingham, Nashville, Atlanta, Chattanooga, and Florence (The Shoals)—to evaluate the market potential for new intercity passenger rail service and identify the corridors with the strongest long-term viability.

Approach

Daily Trips

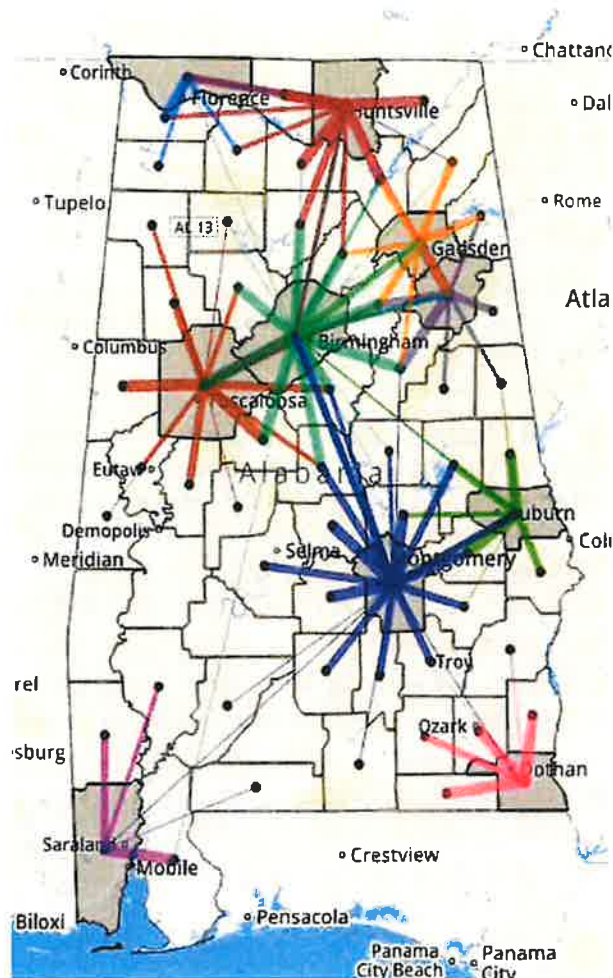
The team will assemble available datasets that quantify current daily person-trips between Huntsville and each identified destination. Data sources may include FHWA National Household Travel Survey (NHTS), Census LEHD origin-destination tables, MPO and statewide travel demand models, roadway traffic counts, and available intercity bus and air travel records. Using multiple validated datasets ensures a comprehensive view of travel activity rather than dependence on a single source or facility-based counts. DB has applied similar multimodal data integration approaches for numerous intercity rail studies nationwide and will apply the level of technical detail appropriate for early concept evaluation.

Forecasting Future Trip Demand

Trip forecasts will be developed for 5-, 10-, and 25-year time horizons using regional socioeconomic growth projections, published MPO and state demographic forecasts, and relevant national trend data. The goal of this analysis is to understand long-term travel demand patterns and how corridor performance may evolve over time. The team will apply methodologies consistent with those used in recent FRA Corridor Identification studies, ensuring compatibility with future federal funding applications.

Modal Travel Comparison

The study will document available travel options for each corridor, including private automobile, intercity bus, and air travel. Travel times, service frequencies, routing characteristics, and reliability considerations will be compiled into a comparison matrix. Understanding the competitive landscape across modes enables realistic assessment of where new passenger rail service could offer meaningful travel time, reliability, or connectivity benefits.



Deliverables

- Summary of existing travel markets
- Travel demand forecasts for 5-, 10-, and 25-year horizons
- Multimodal travel comparison matrix
- Inputs to support Corridor ID Step 1 documentation



Task 2. Corridor Recommendation and Prioritization

Objective

Building on the travel demand analysis from Task 1, Task 2 will evaluate potential intercity passenger rail corridors connecting Huntsville with surrounding metropolitan regions. This will involve identifying viable destinations, assessing the feasibility of existing Norfolk Southern (NS) and CSX Transportation corridors and potential new alignments, and developing screening-level performance and cost comparisons to support corridor prioritization. Findings will be aligned with statewide passenger rail planning efforts led by the Alabama Department of Transportation (ALDOT) and structured to position the preferred corridor for advancement toward a Federal Railroad Administration Corridor Identification and Development (Corridor ID) Step 1 application.

The corridor evaluation will be coordinated with relevant statewide planning initiatives led by the Alabama Department of Transportation (ALDOT) and regional partner agencies. By grounding feasibility assessment in publicly available freight network characteristics and typical host-railroad considerations, the study will be able to advance concept development efficiently at the feasibility stage while minimizing the level of direct engagement required from Norfolk Southern and CSX until a preferred corridor is identified.

Approach

Identification of Viable Passenger Rail Destinations

Using existing and projected intercity trip volumes, the DB team will screen destinations to determine which markets demonstrate sufficient demand to support passenger rail service. This assessment will consider both total travel volumes and the competitive context of existing travel modes.

Identification of Existing Rail Corridors

For each viable destination, the team will identify existing rail infrastructure that could support potential passenger service,



including ownership, routing, and high-level operating characteristics. In northern Alabama, the majority of existing rail infrastructure connecting Huntsville to regional metropolitan centers is owned and operated by Norfolk Southern (NS) and CSX Transportation. The study will incorporate publicly available information on freight density, track configuration, and dispatching practices to understand typical operational considerations.

Evaluation of New Corridor Options

Where existing freight rail alignments are unavailable, operationally constrained, or misaligned with origin–destination travel patterns, the study will evaluate potential new corridor concepts. Screening-level routing will consider general geographic feasibility, constructability factors, and alignment with travel demand patterns.

Comparison of Routing Alternatives

In cases where multiple routing options are feasible, the study will compare distances (miles) and estimated travel times (hours and minutes) to understand relative performance across alignments. These comparisons will support informed evaluation of trade-offs between existing freight rail corridors and new conceptual corridors.

Evaluation of Service Scenarios

The DB team will evaluate up to three performance scenarios for each candidate corridor, including:

- No-Build (intercity bus service)
- Existing design speeds (where applicable)
- Higher-speed rail (~90 mph average design speed)
- High-speed rail (~150 mph average design speed)

For each scenario, the team will develop screening-level estimates of capital costs and annual operating costs using standard industry unit-cost frameworks appropriate for feasibility studies.

Identification of Potential Intermediate Stations

Potential station locations along each corridor will be identified based on existing population centers, supporting local connectivity, land use context, and reasonable spacing of service.

Corridor Prioritization

If more than one corridor demonstrates feasibility, the DB team will prioritize corridors using factors such as relative travel demand, travel time competitiveness, conceptual capital and operating costs, expected implementation complexity, and alignment with regional planning objectives. This prioritization framework will support decision-making by the Huntsville MPO and ALDOT and help define a preferred corridor for advancement.

Deliverables

- Corridor feasibility screening and recommendations
- Comparative performance and cost tables for evaluated alternatives
- Identification of potential intermediate stations
- Prioritized recommended corridor(s)

Task 3. Station Requirements, Potential Location(s)

Objective

Define the requirements for a modern intercity passenger rail station, benchmark peer facilities in comparable markets, and identify potential station site locations within the Huntsville MPO area that can support future intercity passenger rail service.

Approach

Drawing on experience supporting intercity rail planning in regions similar in scale and development trajectory to Huntsville, the DB team, led by Kimley-Horn, will apply an approach that evaluates station needs not only for initial service implementation, but also for evolving travel demand and growth in the surrounding area. Effective station planning requires coordination of functional building and platform requirements, multimodal access, surrounding land-use compatibility, and opportunities for phased expansion. Our planning framework supports a station concept that is feasible in the near term, yet flexible enough to accommodate future service and economic development opportunities.

Station Requirements

The DB team will develop station requirements informed by FRA guidance, Amtrak standards, peer system requirements, and modern multimodal integration needs. Requirements will consider:

- Passenger building square footage and layout
- Ticketing, waiting areas, restrooms, security, retail potential
- Platform length and vertical/horizontal clearance requirements
- ADA-accessible boarding configurations
- Parking needs and acreage requirements
- EV charging, bike storage, bus bays, micromobility spaces
- Stormwater, utility, and site engineering requirements
- Space for future expansion or TOD opportunities

Specific components to be assessed include building size and layout, platform length and configuration, ADA boarding requirements, parking and circulation needs, utilities and site engineering considerations, and space for future expansion. The DB team will create a Station Requirements Matrix to compare needs for conventional, higher-speed, and high-speed operations, recognizing that the eventual Huntsville station must serve as both an efficient mobility asset and a memorable gateway.



Peer City Benchmarking

To establish context for Huntsville's decision-making, the DB team will evaluate intercity passenger rail stations in peer mid-sized metropolitan areas, including Birmingham, Raleigh, Charlotte, Richmond, and comparable mid-sized Amtrak-served cities. The benchmarking review will assess building program elements, land area, intermodal connections, ownership and operations models, and funding and delivery strategies. This analysis will highlight proven design approaches, cost-effective operational models, and best practices in station-led economic development. Findings will identify relevant best practices and lessons learned.

Identification and Evaluation of Potential Station Sites

Using GIS, field review, aerial imagery, local land-use plans, and city/stakeholder input, we will identify 3 to 5 feasible station locations within the Huntsville MPO region.

Each site will be evaluated against criteria including:

- Rail adjacency and operational feasibility
- Size and acreage requirements
- Market demand
- Environmental constraints
- Zoning and land-use compatibility
- Access and multimodal connectivity
- Freight rail operational considerations
- Construction complexity and cost
- Economic development potential

The result will be a ranked Station Site Evaluation Matrix and recommended preferred location(s).

Deliverables

- Station Requirements Matrix summarizing functional and physical needs
- Peer station benchmarking analysis presentation
- Station Site Evaluation Matrix noting recommended preferred location(s)





Task 4. Funding Strategy

Objective

Identify and evaluate potential funding sources for capital construction and ongoing operations of intercity passenger rail service and develop a tailored funding roadmap that supports Huntsville's pathway from feasibility to implementation and future federal grant application readiness.

Approach

The DB team, led by Kimley Horn, will prepare a strong, analytically grounded funding strategy tailored to Huntsville's needs. Our team brings decades of experience navigating the intercity rail funding system and will provide capital and operating funding sources for corridor planning, station development, and eventual service implementation.

Funding Landscape Evaluation

First, the team will compile and evaluate funding sources applicable to planning, capital construction, station development, and passenger rail operations. This includes federal discretionary grant programs, formula-based funding, state and local funding mechanisms, public-private partnership models, loan programs, and opportunities for joint development or private investment. Funding opportunities to be assessed include:

- **Federal:** FRA Corridor ID, Partnership, CRISI, Railroad Crossing Elimination (RCE) Restoration & Enhancement, RAISE/BUILD, CMAQ, FTA TOD grants
- **State:** Alabama multimodal programs, statewide transportation funds
- **Local:** MPO programming, tax-increment financing (TIF), special assessment districts, tourism funding
- **Private:** P3 models for station development, joint development, partnerships with major employers
- **Loans:** USDOT programs such as RRIF and TIFIA



The DB team will present the funding landscape evaluation in a presentation to the Project Team.

Best Practices and Comparable Funding Models

The DB team will research, analyze and illustrate how comparable communities have leveraged these funding sources to launch or expand intercity passenger rail, drawing insights and lessons learned from projects in the Southeast, Midwest, and West Coast. We will present the best practices in a presentation to the Project Team.

Funding Roadmap for Huntsville

Based on findings from the funding landscape review and benchmarking, the DB team will prepare a Funding Roadmap outlining near-term and long-term opportunities and sequencing considerations for capital and operating funding. The roadmap will address application strategies, eligibility requirements, anticipated match needs, funding risks, mitigation considerations, and alignment with federal program timelines, including the FRA Corridor Identification and Development program. The DB team will present these findings in a Technical Memo.

Deliverables

- Funding landscape summary and presentation
- Best practices summary and presentation
- Funding Roadmap Technical Memo outlining recommended sequencing and strategy

Task 5. Major Rail Operators

Objective

Identify the primary freight rail operators along the recommended intercity passenger rail corridor(s) and outline considerations for future coordination related to shared-use operations, establishing an understanding of operational environments, ownership structures, and freight priorities necessary to support feasibility assessment and informed engagement strategies as the project progresses beyond the initial study phase.

Approach

Identification of Major Rail Operators

Based on the corridor recommendation developed in Task 2, the DB team will identify the freight rail operators that own, dispatch, or operate on the rail infrastructure along the proposed corridor(s). In northern Alabama and the surrounding region, key operators typically include Norfolk Southern (NS) and CSX Transportation, which own and manage much of the rail network connecting Huntsville with Birmingham, Nashville, Chattanooga, Atlanta, and communities in northwest Alabama. Additional operators, such as short line or regional railroads, will be identified if applicable to specific segments.

Best Practices for Coordination with Host Railroads

The DB team will compile recommended best practices for coordinating passenger rail planning with freight railroads, reflecting typical considerations such as maintaining freight capacity, ensuring operational reliability, and evaluating infrastructure needs required to support mixed operations. Our team brings extensive experience working with Class I freight railroads—including projects involving Norfolk Southern, CSX Transportation, BNSF Railway, and Union Pacific—to evaluate shared-use feasibility and define passenger concepts that respect freight priorities and operating realities. This experience has given us a practical understanding of the level of analysis typically required to support early discussions about passenger service on freight corridors, and the importance of framing concepts in a way that supports constructive review.

This guidance will reference standard industry practices relating to preliminary feasibility review, conceptual operating plans,





high-level capacity screening, and the level of detail generally expected prior to formal negotiation or detailed simulation. The intent is to provide the Huntsville MPO with a clear understanding of typical process milestones, analytical expectations, and considerations that help ensure productive dialogue with host rail partners when the project is ready to advance beyond feasibility.

Initial Meetings with Rail Operators

If appropriate to project needs and timing, the study team will support initial introductory discussions with representatives of the relevant host railroads to outline the purpose of the study, describe the conceptual nature of the evaluation, and confirm information regarding ownership and operational characteristics. These discussions will be structured to respect the railroads' internal review processes and workload constraints, focusing on early relationship management rather than detailed technical analysis. High-level summaries of any introductory coordination will be provided to the MPO. If appropriate based on project needs, we will facilitate requests for letters of support for any Corridor ID applications. These letters would not be a committal to implementation of future service, but serve as evidence of a railroad's willingness to engage with future planning studies.

Deliverables

- Summary of major rail operators by corridor segment
- Best-practices guidance for planning shared passenger and freight operations
- Documentation of initial outreach, if pursued
- Requests for letters of support for Corridor ID applications

Task 6. Public/Stakeholder Involvement

Objective

Support clear and consistent communication with the Huntsville MPO, host railroads, local jurisdictions, elected officials, and other stakeholders throughout the study, ensuring transparency, coordinated decision-making, and shared understanding of study progress, findings, and next steps.

Approach

Kickoff Meeting (In-Person)

The DB team will facilitate a comprehensive in-person kickoff meeting with MPO staff, MPO executive leadership, the Technical Coordinating Committee (TCC), elected officials, and other invited participants. The DB team will work with the Project Team to develop meeting materials and the kickoff agenda, which we recommend includes:

- Study objectives & timeline
- Corridor concepts & data needs
- FRA program requirements
- Stakeholder roles
- Communication plan

The DB team will provide meeting notes and highlight action items within 3 business days.



Recurring Project Update Meetings (Virtual)

To ensure steady communication and alignment throughout the study, the DB team will facilitate regular virtual project update meetings on a bi-weekly or monthly basis. At the outset of the project, the DB team will confer with the MPO to determine the desired meeting cadence. These meetings will provide opportunities to review schedule and progress against milestones, discuss emerging technical findings, coordinate interagency efforts, and address questions or concerns. Updates will include operational analysis progress, station planning evaluation status, funding strategy development, and considerations related to host freight railroad coordination. Meeting summaries, including action items, will be documented and shared within three business days.



MPO Policy Board Presentation (In-Person)

Upon the conclusion of the study, the DB team will present findings and recommendations to the MPO Policy Board in an in-person meeting. The presentation will include:

- Core findings from Tasks 1–6
- Corridor recommendations
- Station site findings
- Funding pathways
- Readiness for Corridor ID application

The meeting may also include participation from the TCC, elected officials, or the public, depending on MPO preference and community interest. A conclusion meeting with MPO staff and leadership will address final comments and next steps.

Deliverables

- Kickoff meeting agenda, presentation materials, and meeting summary
- Recurring project update meeting summaries and action item tracking
- MPO Policy Board presentation summarizing study findings and recommendations

Task 7. Deliverable Reports and Publications

Objective

Prepare clear, visually rich, technically accurate, accessible documentation that communicates study findings to the Huntsville MPO, policymakers, stakeholders, and the public, including a public-facing report, an executive summary, and supporting graphics illustrating corridor evaluation and recommendations.

Approach

Public-Facing Document

The DB team will prepare a public-facing report summarizing methodology, key findings, and recommendations from Tasks 1-6. The document will be structured for non-technical audiences and optimized for web publication on the Huntsville MPO website. The report will include narrative descriptions, clear explanations of analysis outcomes, and supporting visual elements such as maps, charts, and infographics to improve clarity and accessibility.

Executive Summary

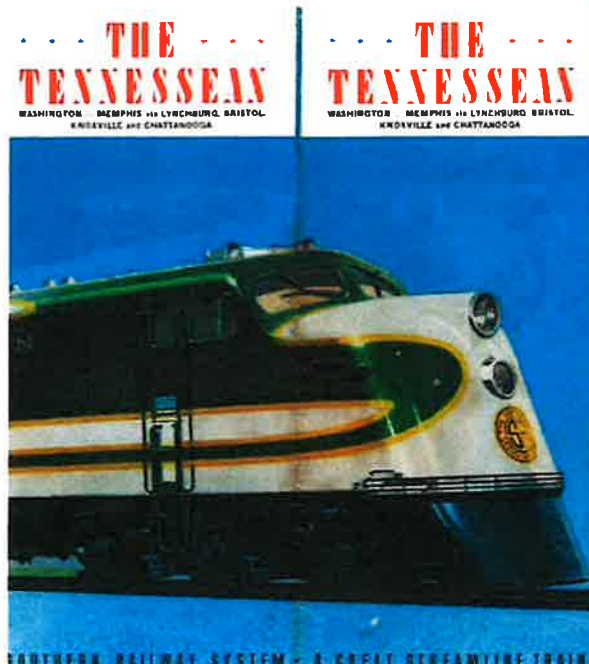
The DB team will develop a concise Executive Summary to distill the study's purpose, major findings, recommendations, and proposed next steps into a refined two-to-four-page document designed for policymaker consumption. The summary will be written to support briefings for policy boards, elected officials, and agency leadership and may be used as supporting material for future federal funding efforts such as FRA Corridor Identification and Development.

Graphics and Corridor Illustrations

The DB team will produce an array of professional-grade graphical materials, including maps of studied and recommended corridors, preliminary service concepts, travel time and accessibility comparisons, and other supporting visuals. These materials will be designed for use in presentations, stakeholder engagement, and public communications and formatted for both print and online distribution.

Deliverables

- Public-facing report summarizing outcomes of Tasks 1-6
- Executive Summary
- Corridor graphics and supporting visual materials
- Figures, maps, and GIS Packages





Task 8. Corridor ID and Development Grant Preparation

Objective

Prepare all required documentation to support future FRA Corridor Identification and Development (Corridor ID) Step 1 applications for each recommended corridor, including a complete Corridor Narrative, mapping and geospatial data, responses to evaluation and selection criteria, and supporting readiness materials.

Approach

The culmination of this study is the preparation of complete Corridor ID Step 1 application packages for each recommended corridor. Our team has extensive experience crafting winning federal rail applications and will ensure that Huntsville's submissions are technically rigorous, compelling, and strategically positioned.

Our effort will deliver not only a study, but also a clear, compelling, and federally aligned pathway toward intercity passenger rail service for Huntsville. Our team is known for our implementation-oriented mindset. We are confident in our ability to provide a study that will inform the application package and empower Huntsville to advance into the next phase of rail program development with federal support.

The DB team will develop the required detailed corridor narrative, supporting mapping, evaluation and selection criteria narratives, and draft letters of support.

Corridor Narrative

Using our deep expertise on the FRA Corridor ID program and the FRA grant selection process, the DB team will develop a tailored Corridor ID application narrative describing:

- Key markets served
- Service concepts and frequencies
- Travel-time and routing considerations
- Corridor readiness
- Operational feasibility
- Financial, organizational, and technical capacity of the City/MPO
- Challenges, opportunities, and beneficiaries
- Relationship to broader national rail networks
- Scalability and future expansion

The Corridor Narrative will incorporate planning context relevant to Norfolk Southern (NS) and CSX Transportation, which own and operate infrastructure in the study area, including operational considerations and screening-level feasibility elements developed through Tasks 1–6. The narrative will also reflect alignment with Alabama Department of Transportation (ALDOT) statewide planning priorities.

Corridor Mapping and Geospatial Deliverables

To support the application, we will generate detailed maps and shapefiles that illustrate:

- Corridor alignments, including potential stations
- Existing rail infrastructure
- Congressional districts

Mapping products will support both public-facing materials and formal federal submission requirements and will be available in GIS formats compatible with MPO systems.





Evaluation and Selection Criteria Responses

The DB team will craft strong, data-supported responses that demonstrate the changing priorities of the current federal administration, including:

- Safety
- Economic impacts
- Regional mobility connectivity benefits
- Feasibility and technical merit
- Consistency with MTP and State Rail Plan
- State of Good Repair
- Freight rail support
- Others as described in the anticipated 2026 Corridor ID NOFO

Responses will be supported by data from Tasks 1–6 and coordinated with the Funding Roadmap developed under Task 4, ensuring financial strategy and application sequencing are integrated with selection criteria justification.

Supporting Materials

Supporting application materials may include:

- Draft letters of support and partner coordination materials
- Documentation of stakeholder engagement
- Readiness and implementation milestone frameworks
- Summary of connection to regional and statewide planning

Deliverables

- Complete draft FRA Corridor ID Step 1 application package for each recommended corridor, including:
 - Corridor Narrative
 - Corridor mapping and GIS files
 - Responses to evaluation and selection criteria
 - U.S. DOT strategic goals response
 - Draft letters of support and supporting readiness documentation



Proposed Project Schedule

	2026												2027				
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5		
Task 0 - Project Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Task 1 - Data Collection	█	█	█														
Task 2 - Corridor Recommendation and Prioritization				█	█	█	█										
Task 3 - Station Requirements, Potential Location(s)						█	█	█									
Task 4 - Funding Strategy								█	█	█							
Task 5 - Major Rail Operators									█	█	█	█					
Best Practices for Engagement				█				█									
Railroad Engagement Meeting						█			█								
Task 6 - Public/Stakeholder Involvement																	
Project Kickoff	█																
Bi-weekly check-in	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Presentation to MPO Board															█		
Task 7 - Deliverable Reports and Publications																	
Draft Report											█	█	█				
Final Report													█	█			
Task 8 - Corridor ID and Development Grant Preparation																	
Draft Application											█	█	█				
Final Application													█	█			



Scope of Work: 1.7 Limitations on RFP Information

The DB team does not have limitations to RFP information.

Tab 5: Receipt of Addenda

**APPENDIX E
CITY OF HUNTSVILLE, ALABAMA
PROPOSAL PRICING FORM**

Proposer shall acknowledge receipt of all addenda in the space provided on the Proposal Pricing Form below. Failure to acknowledge receipt of addenda shall not relieve Proposer of full responsibility for all requirements contained in addenda.

We acknowledge receipt of the following addenda:



Clayton Johanson

Please submit pricing in a separate sealed envelope

Addendum #1



HUNTSVILLE

Tommy Battle
Mayor

Finance Department
Procurement Services Division

ADDENDUM #1

ISSUED: November 14, 2025

Huntsville MPO Intercity Passenger Rail Study

INVITATION FOR BIDS: #6-2026-74

OPENING DATE: December 2, 2025 @ 2:00:00 PM CDT

The above referenced solicitation is hereby amended as follows:

Questions / Answers –


1. I have received and reviewed your Huntsville MPO Intercity Passenger Rail Study RFP. While we have a Huntsville office, it is anticipated that the bulk of any work performed for this work would be performed in other offices. Can you please clarify the applicability of this clause to this RFP?

LOCATIONS OF WORK

The work to meet the requirements of the Contract must be performed at various City work sites unless authorized by the City otherwise, for which more information will be provided later by the City, or upon request pursuant to an addenda issue if determined necessary by the City. Proposer shall make the inquires it deems necessary in this regard, to avoid confusion by the Proposer about its Contract obligations and to allow Proposal to include any limitation on working conditions Proposer deems necessary.

- That is part of the standard language in all City of Huntsville RFPs. For the purposes of this RFP, we're looking for the firm/team's capacity to travel to Huntsville and their availability for in-person meetings if necessary, as outlined in the Scope of Work in Appendix D.
2. Appendix A, Project Management responsibilities includes a sub-consultant utilization report with DBE utilization details. Is there a specific DBE utilization goal?
 - We do not have a specific DBE utilization goal for this study. The Huntsville Area Metropolitan Planning Organization, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
 3. Appendix A, Locations of Work requires work to be performed at City work sites. Assume this is not applicable to this project?
 - That is part of the standard language in all City of Huntsville RFPs. For the purposes of this RFP, we're looking for the firm/team's capacity to travel to Huntsville and their availability for in-person meetings if necessary, as outlined in the Scope of Work in Appendix D.

4. Attachment A, 2.7 Proposal Awards outlines factors impacting award including price. Other areas of the RFP outline requirements for a Price Proposal. Can we assume the project will be awarded to the most qualified proposer and the Pricing Form will serve as the basis for scope and fee negotiations? Does the City have a preferred Pricing Format?
- That is part of the standard language in all City of Huntsville RFPs. All responsive and responsible proposals will be evaluated based on the criteria outlined in Appendix B, and the Proposal Pricing Form will serve as a basis for scope and fee negotiations with the selected Proposer. We don't have a preferred format, but the Price Proposal must follow the requirements outlined in Section 3.12 of Attachment A.



Signature of Proposer

Clayton Johanson

Print or Type Name of Proposer

12/2/2025

Date

DB E.C.O. North America, Inc.

Legal Name of Firm

32451 Golden Lantern, Suite 306

Mailing Address

Laguna Niguel CA 92677
City State Zip Code

916-827-7995

Phone Fax

Clayton.Johanson@db-eco.us

Email Address

https://db-eco.us/en/

Website Address

BIDDER SHALL ACKNOWLEDGE RECEIPT OF ALL ADDENDA IN THE SPACE PROVIDED ON THE BIDDER PRICING FORM (APPENDIX F). FAILURE TO ACKNOWLEDGE RECEIPT OF ADDENDA SHALL NOT RELIEVE BIDDER OF FULL RESPONSIBILITY FOR ALL REQUIREMENTS CONTAINED IN ADDENDA.

REQUIREMENTS OF THE IFB NOT OTHERWISE ADDRESSED HEREIN REMAIN UNCHANGED.

Tab 6: Additional Documentation



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/02/2025

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

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

PRODUCER MARSH USA, LLC. 1166 Avenue of the Americas New York, NY 10036 CN102703640-Limit-GAWU-25-26	CONTACT NAME: _____	
	PHONE (A/C, No, Ext): _____	FAX (A/C, No): _____
E-MAIL ADDRESS: _____		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : XL Insurance America, Inc.		24554
INSURER B : Trumbull Insurance Company		27120
INSURER C : Twin City Fire Insurance Company		29459
INSURER D : N/A		N/A
INSURER E :		
INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** NYC-012461628-01 **REVISION NUMBER:** 3

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER: _____			US00103663L125A	01/01/2025	01/01/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 \$
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			10UENHZ5124	01/01/2025	01/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED _____ RETENTION \$ _____						EACH OCCURRENCE \$ AGGREGATE \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	10WBAR3994	01/01/2025	01/01/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

RE: Request for Proposal #6-2025-74 | Huntsville MPO Intercity Passenger Rail Study.

The City of Huntsville, its officers, employees, agents and specified volunteers shall be included as additional insureds on the General Liability and Auto Liability policies, where required by written contract. Coverage provided to the additional insureds is primary and any insurance or self-insurance maintained by the additional insureds is excess and non-contributory. Waiver of subrogation applies in favor of the City of Huntsville on the Workers' Compensation & Employers' Liability policy, where required by written contract.

See Acord 101

CERTIFICATE HOLDER City of Huntsville Huntsville City Hall Procurement Services - 3rd Floor 305 Fountain Circle Huntsville, AL 35801	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Marsh USA LLC</i>
--	--

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AGENCY CUSTOMER ID: CN102703640

LOC #: New York



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY MARSH USA, LLC.¶		NAMED INSURED DB E.C.O. North America Inc.¶ 32451 Golden Lantern, Suite 306¶ Laguna Niguel, CA 92677	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

When required by written contract, the insurer will provide 30 days' notice of cancellation to the certificate holder as respects General Liability, Auto Liability and Workers Compensation policy(ies) for any reason other than non-payment of premium, subject to policy terms and conditions (except 10 days for non-payment of premium).



Insurance Coverage

DB E.C.O. North America, Inc. certifies that we are in possession of the necessary insurance coverage for this RFP. DB will provide a COI as part of the contracting process if we are selected as the preferred proposer.

