

NEW ORLEANS REGIONAL PLANNING COMMISSION

Metropolitan Transportation Plan Update 2027-2056 Outreach Assistance

RPC Task No. A-4.240A

August 8, 2025



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August 8, 2025

Ms. Joan Rupp
Regional Planning Commission
10 Veterans Memorial Blvd.
New Orleans, LA 70124



RE: Metropolitan Transportation Plan Update 2027-2056: Outreach Assistance

Dear Ms. Rupp,

Adaptation Strategies, LLC, is pleased to submit this letter of interest and the following qualifications in response to the public notice issued for the above project. We have fully reviewed the Scope of Services for this project and assembled a qualified team of local personnel with the experience to complete the project. Adaptation Strategies and its partner, Concordia, have years of experience in outreach and engagement on transportation-specific projects in Southeast Louisiana.

Because Adaptation Strategies is a certified DBE, our team's **DBE participation is 58%**.

Our team brings more than just experience in community and stakeholder outreach and engagement. We are a team of subject matter experts with years of experience in transportation planning, policy, and design. It is this subject matter expertise that sets us apart. Having led major transportation projects, our team has experience developing messaging and materials, and facilitating engagement for communities in the nine-parish region; translating technical transportation jargon and planner-speak for local constituents. We've worked with a wide variety of stakeholders - elected officials, agency leaders and staff, community organizations, local leaders, and the general public - to understand community priorities and concerns.

We are excited about this project and look forward to discussing this opportunity in greater detail. You can contact me by phone at (504) 345-8638 or by email at vivek@adaptationstrategies.com.

Sincerely,
Adaptation Strategies, LLC

A handwritten signature in black ink, appearing to read "Vivek Shah", is written over a light blue horizontal line.

Vivek Shah, AICP, CFM
Project Lead/Senior Planner

Prime Consultant MPO Form: Adaptation Strategies

DOTD FORM: 24-102

(Revised December 12, 2024)

PROPOSAL TO PROVIDE CONSULTANT SERVICES

Prime consultant shall complete the DOTD Form 24-102 without altering the Form's text; however, the instruction and/or guidance for Sections 12 through 23 can be removed but do not remove Section title and number.

ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

| | |
|---|--|
| 1. Contract Name as shown in the advertisement | RPC Metropolitan Transportation Plan Update 2027-2056 Outreach Assistance |
| 2. Contract Number(s) as shown in the advertisement | RPC Task No. A-4.26OA |
| 3. State Project Number(s), if shown in the advertisement | RPC Task No. A-4.26OA |
| 4. Prime consultant name (name must match exactly as registered with the Louisiana Secretary of State (SOS) where such registration is required by law; including punctuation; include screenshot from SOS at the end of Section 20) | Adaptation Strategies, LLC |
| 5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law) | |
| 6. Prime consultant mailing address | 141 Allen Toussaint Blvd # 1007 New Orleans, LA 70124 |
| 7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria) | 141 Allen Toussaint Blvd # 1007 New Orleans, LA 70124 |
| 8. Name, title, phone number, and email address of prime consultant's contract point of contact | Vivek Shah, AICP, CFM Project Lead/Senior Planner (504) 345-8638 vivek@adaptationstrategies.com |
| 9. Name, title, phone number, and email address of the official with signing authority for this proposal | Grasshopper Mendoza, CFM CEO (504) 638-0839 grasshopper@adaptationstrategies.com , |

Prime consultant should enter the firm name in the footer at the bottom of this page. (It will carry over to subsequent pages.)

Prime consultant name: Adaptation Strategies

10. This is to certify that all information contained herein is accurate and true, and that the team presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. DOTD reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.



Signature above shall be the same person listed in Section 9:

Grasshopper Mendoza

Date:

August 6, 2025

Pursuant to Act No. 581 of the 2024 Louisiana Legislature Regular Session, proposer further certifies that it does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association based solely on the entity's or association's status as a firearm entity or firearm trade association. In addition, proposer certifies it will not discriminate against a firearm entity or firearm trade association during the term of the contract based solely on the entity's or association's status as a firearm entity or firearm trade association.

11. If a Disadvantaged Business Enterprise (DBE) goal has been set for this advertisement, indicate which firm(s) will be used to meet the DBE goal and each firm(s)' percentage.

Firm(s):
Adaptation Strategies, LLC

Firm(s)' %:
58%

12. Discipline Table:

As indicated in the advertisement, insert a completed table here. The percentages for the prime and sub-consultants must total 100% for each discipline, as well as the overall total percent of the contract.

The **only** disciplines to be used are listed in the drop down in each row (Appraiser, Bridge, CE&I/OV, CPM, Data Collection, Environmental, Geotech, ITS, Other (must specify), Planning, Right-of-Way, Road, Survey, and Traffic). **Remove rows as needed.**

| Discipline(s) | % of Overall Contract | Prime Adaptation Strategies | Firm B Concordia | Firm C | Firm D | Firm E | Each Discipline must total to 100% |
|--|-----------------------|-----------------------------|------------------|--------|--------|--------|------------------------------------|
| Designer, Graphics, Other (Community Engagement), Planner | 100% | 58% | 42% | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant. | | | | | | | |
| Percent of Contract | 100% | 58% | 42% | | | | |

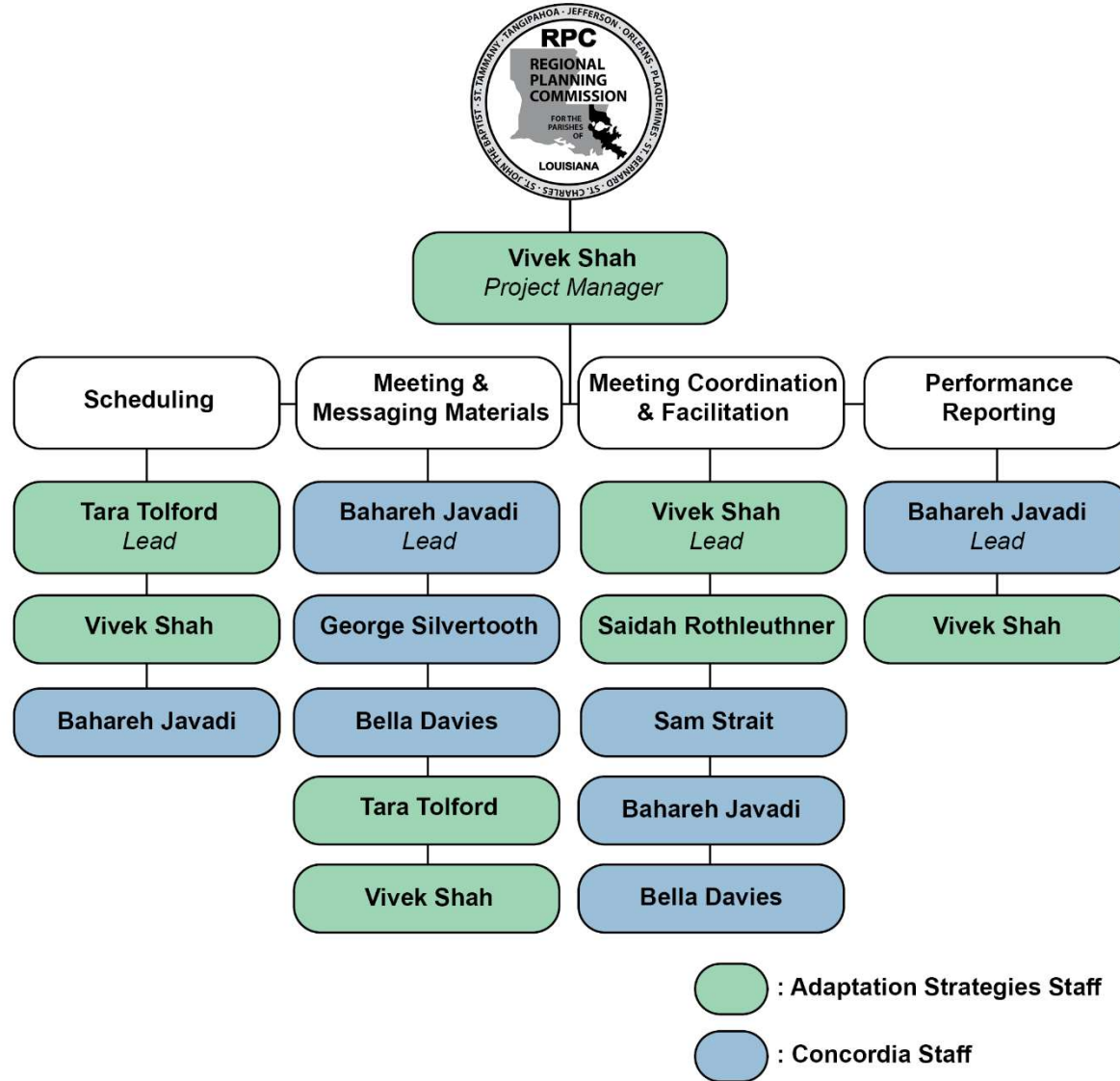
Prime consultant name: Adaptation Strategies

13. Firm Size:

| Firm name | DOTD Job Classification | Number of personnel <u>committed to this contract</u> | Total number of personnel available in this DOTD Job Classification (if needed) |
|-----------------------|---|--|---|
| Adaptation Strategies | Designer, Graphics, Other (Community Engagement), Planner | 4 | 4 |
| Concordia, LLC | Designer, Graphics, Other (Community Engagement), Planner | 3 | 3 |

Prime consultant name: Adaptation Strategies

14. Organizational Chart:



Prime consultant name: Adaptation Strategies

15. Minimum Personnel Requirements:

Use the table below to identify both prime consultant and sub-consultant staff designated to work on this contract meeting the Minimum Personnel Requirements (MPRs) specified in the advertisement. Ensure the résumé reflects the required experience stated in the MPR. Make sure the P.E. discipline is also listed (highlighted in table) that is meeting the MPR; e.g. professional civil engineer should show the discipline of the license as civil if meeting that MPR.

- **No Minimum Personnel Required per the Advertisement**

16. Staff Experience:

| | | | | |
|---|--|---|---|----|
| Firm employed by: Adaptation Strategies | | | | |
| Name | Vivek Shah, AICP CFM | | Years of relevant experience with this employer | 7 |
| Title | Project Lead / Senior Planner | | Years of relevant experience with other employer(s) | 15 |
| Degree(s) / Years / Specialization | | MS 2012 Urban & Regional Planning – Transportation, Environmental, Land Use BA 2007 Anthropology, Religious Studies, Chemical Engineering | | |
| Active registration number/state / expiration date | | N/A | | |
| Year registered | N/A | Discipline | Designer, Planner, Other (Community Engagement) | |
| Contract role(s) / brief description of responsibilities | | Vivek Shah will serve as the Project Manager and Primary Point of Contact, overseeing the work and ensuring the timely completion of all project deliverables, and maintaining clear and open communication with RPC staff. | | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | | |
| <p>Vivek Shah is a planner and project manager with 15 years of experience leading planning and outreach activities. He has served as the Director of Planning and Scheduling for the New Orleans Regional Transit Authority (RTA), a Senior Planner at AECOM, a Senior Planner at Transdev in service to the RTA, and a Researcher/Planner at the UNO Transportation Institute (UNOTI). Along with his technical expertise, Vivek has extensive experience developing, managing, and facilitating outreach and engagement related to transportation planning projects with a keen focus on involving and engaging underserved communities and a strong ability to translate transportation expertise into materials, messaging, and engagement activities that are accessible for specific stakeholders and the wider community.</p> | | | | |
| 09/19 – 09/22 | New Links Network Redesign (New Orleans RTA) <ul style="list-style-type: none"> - Oversaw the planning and implementation of the redesign of the New Orleans Regional Transit Authority’s (NORTA) transit system. - Worked closely with the RPC to conduct extensive outreach and engagement in Orleans and Jefferson Parishes as part of the planning process, assisting in all aspects of the outreach process, including, but not limited to: the development of outreach materials and messaging, the scheduling of community and stakeholder engagement events, and the facilitation of events and meetings. | | | |
| 05/15 – 01/18, 08/19 – 03/24 | New Orleans Regional Transit Agency, Transit Service Changes <ul style="list-style-type: none"> - Led triannual changes to transit service, including outreach and engagement activities to elected officials, political leaders, key stakeholders, and the general public. - Oversaw the development of messaging and outreach materials, including press releases, service guides, maps, fliers, etc., the translation of materials for LEP communities, and the provision of accessibility services at all public meetings. - Conducted Title VI and Environmental Justice analysis and ensured compliance with Federal, State, and agency regulations and policies regarding mitigation of impacts to low-income and minority communities. | | | |
| 01/23 – 03/24 | New Orleans City-Assisted Evacuation | | | |

| | |
|--------------|---|
| | <ul style="list-style-type: none"> - Helped develop maps and communication materials as part of an overhaul of the City-Assisted Evacuation system to inform and prepare the public for the 2023 and 2024 hurricane seasons. |
| 07/18 – 6/19 | <p>St. John the Baptist Parish Low Impact Development Program</p> <ul style="list-style-type: none"> - Worked with parish officials to engage residents and stakeholders as part of a program to reduce hazard risks through lower-impact development regulation. |
| 10/11 – 6/13 | <p>St. John the Baptist Parish Comprehensive Master Plan</p> <ul style="list-style-type: none"> - Facilitated 22 stakeholder and community outreach meetings and events, leading meetings to inform the community of the plan and its impact and soliciting feedback. - Developed outreach and communication materials, including GIS maps, for use with parish officials, stakeholders, and the general community |
| 1/12 – 6/14 | <p>City of Kenner Comprehensive Plan & Zoning Update</p> <ul style="list-style-type: none"> - Facilitated 16 stakeholder and community outreach meetings and events, leading meetings to inform the community of the plan and its impact and to solicit feedback. - Managed eight community meetings to inform the community of proposed zoning and development code updates. - Developed educational material, surveys, and presentations for use by the city to advertise the plan and code update process and to engage community members in said process. |

| Firm employed by: Adaptation Strategies | | | | |
|---|--|---|---|----|
| Name | Tara Tolford, AICP | | Years of relevant experience with this employer | 5 |
| Title | Planner, Outreach | | Years of relevant experience with other employer(s) | 16 |
| Degree(s) / Years / Specialization | | MS 2011 Urban & Regional Planning, Land Use & Transportation BA 2007 Anthropology, Art History | | |
| Active registration number/state / expiration date | | N/A | | |
| Year registered | N/A | Discipline | Designer, Planner, Other (Community Engagement) | |
| Contract role(s) / brief description of responsibilities | | For the proposed contract, Ms. Tolford will support Adaptation Strategies in the development and implementation of an inclusive outreach strategy, particularly Phase 1: Project Initiation and Strategic Planning, Phase 2: Outreach Planning and Materials Development, and ongoing project management and performance evaluation. She will liaise with the prime contractor and support the team on other project tasks as needed. | | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | | |
| <p>Tara Tolford holds a Master’s degree in Urban and Regional Planning from the University of New Orleans and has over 15 years of experience leading applied research and outreach activities. This has included managing numerous applied research projects focusing on active transportation policy, data collection, strategic planning, and evaluation for state, regional, local, and philanthropic partners. This has included extensive qualitative community and stakeholder research (e.g. interviews, surveys, focus groups, web-based outreach tools, etc) and development and tracking of performance metrics. She provides part-time consulting support to Adaptation Strategies while maintaining her primary research and teaching role at the University of New Orleans.</p> | | | | |
| 10/23 - 12/24 | A Path to Zero for St. John the Baptist, Tangipahoa, and St. Tammany Parishes in Louisiana Safe Streets and Roads for All Discretionary Grant. University of New Orleans Transportation Institute for Volkert, Inc. Supported the development of NORPC’s Safe Streets for All Plan, providing insight into models of social change and reinforcing outreach and evaluation activities | | | |
| 1/23 - 3/24 | City of New Orleans Bicycle and Pedestrian Counts “Bridge” Extension and Data Dissemination Support. University of New Orleans Transportation Institute for Entergy Foundation. Led the development and dissemination of public-facing materials highlighting transportation data and trends. | | | |
| 9/22 - 6/24 | Louisiana Recreational Trails Database Development and Outreach Support. University of New Orleans Transportation Institute for the Louisiana Department of Culture, Recreation, and Tourism. Organized and implemented a statewide effort to develop a network of trails and recreation liaisons in each parish and developed outreach material and toolkits for local trails development, funding, and advocacy. | | | |
| 1/16 - 8/25 | Instructor, UNO Master of Science in Transportation Program (TRNS 6300: Applied Techniques for Transportation Professionals and TRNS 4060/5060: Active Transportation Planning, Policy, and Design): Developed course curriculum and materials introducing students to concepts, methods, and best practices in transportation planning, including modules on effective, inclusive community engagement/outreach strategies. | | | |

Prime consultant name: Adaptation Strategies

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|--------------|--|
| 5/20 - 12/22 | <p>Ruston Collective Impact Grant Evaluation: Improving Health Equity Through Active Transportation. University of New Orleans Transportation Institute for Blue Cross Blue Shield Foundation. Developed and deployed a community-wide survey (online and equity-targeting mail-based random sample) about active transportation network development in Ruston, LA.</p> |
| 1/20 - 6/21 | <p>New Orleans Student Transportation Solutions Project. University of New Orleans Transportation Institute for Kresge Foundation. Led outreach and qualitative data collection to inform development of strategies to reduce transportation-related barriers to transportation for regional University students (Kresge Foundation)</p> |
| 6/15 - 12/18 | <p>Active Transportation Knowledge-Sharing Network (UNO Creative Endeavor Opportunities) & International Sustainable Transportation Engagement Program (Texas State University); Co-organized two international knowledge-sharing and outreach projects to engage local stakeholders, advocates, and public officials in transportation policy and design best practices.</p> |

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| Firm employed by: Adaptation Strategies | | | |
| Name | Samuel M. Strait | Years of relevant experience with this employer | 0 |
| Title | Outreach Assistant | Years of relevant experience with other employer(s) | 2 |
| Degree(s) / Years / Specialization | | BA 2024 Environmental Studies (Social Sciences Concentration) | |
| Active registration number / state / expiration date | | N/A | |
| Year registered | N/A | Discipline | Other (Community Engagement) |
| Contract role(s) / brief description of responsibilities | | Facilitate outreach and community engagement events to gather input, informing the development of the MTP. Assist in the collection of Performance Reporting data. | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | |
| 05/24 – 08/24, 01/25 - Present | RIDE New Orleans: <ul style="list-style-type: none"> - Conducting outreach to track New Orleanians’ experiences with public transit and to enroll eligible people in RIDE’s Opportunity Pass Program. - Working as Policy Intern to publish survey and research-based white papers and reports, such as one about open data for public transit and another about how downtown hotel workers are served by mass transit and what needs improvement to meet their needs. | | |
| 08/18 – 06/19 | Public Allies Chicago / Big Brothers Big Sisters of Metropolitan Chicago: <ul style="list-style-type: none"> - As Match Resource Coordinator, conducted outreach to support and develop programs through short- and long-term partnerships with local businesses and institutions. - Acted as a resource for program mentors and parents looking for opportunities or enriching experiences for or with their mentees. | | |
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|---|--|---|------------------------------|
| Firm employed by: Adaptation Strategies | | | |
| Name | Saidah Rothleutner | Years of relevant experience with this employer | 0 |
| Title | Outreach Assistant | Years of relevant experience with other employer(s) | 3 |
| Degree(s) / Years / Specialization | | BS 2025 Urban Studies and Public Policy | |
| Active registration number / state / expiration date | | N/A | |
| Year registered | N/A | Discipline | Other (Community Engagement) |
| Contract role(s) / brief description of responsibilities | | Facilitate outreach and community engagement events to gather input, informing the development of the MTP. Assist in the collection of Performance Reporting data. | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | |
| <p>Saidah Rothleutner is a recent graduate with a Bachelor's degree in Urban Studies and Public Policy from Dillard University. They have a passion for urban planning and community focused initiatives. They have experience in research, data analysis, community engagement, and GIS. They hold community focused values and are willing to work to make a positive change.</p> | | | |
| 05/25 - Present | Ride New Orleans <ul style="list-style-type: none"> - Attended community events as a Youth Transit Ambassador, providing information to potential riders, registering youth for the Opportunity Pass Program, and administering Youth Transit surveys. - Oversee the planning and scheduling of stakeholder and engagement events for senior-focused outreach. | | |
| 08/22 - 05/25 | New Orleans Regional Transit Authority <ul style="list-style-type: none"> - Created and administered surveys to understand and measure various aspects of the transit rider experience. - Conducted data analysis and cleaned up data from surveys. - Consistently engaged with transit riders, providing information and soliciting feedback on the agency’s services | | |
| 08/22 - 09/22 | New Links Network Redesign (New Orleans RTA) <ul style="list-style-type: none"> - Assisted NORTA with outreach for the redesign of their network, facilitating public meetings, tabling at events, and presentations at community gatherings and neighborhood organization meetings. - Administered in-person and online surveys. - Educated riders about changes to service and provided information on how their trips and travel would be affected. | | |
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17. Firm Experience:

| | | | |
|---|--|---|---|
| Firm name | Adaptation Strategies | Discipline(s)* <i>Other (Outreach), Planning</i> | **copy disciplines as listed below** <i>Other (Outreach), Planning</i> |
| Project name | Louisiana Watershed Initiative | Firm responsibility (prime or sub?) | Sub |
| Project number | N/A | Owner's name | Louisiana Office of Community Development |
| Project location | Louisiana, statewide | Owner's Project Manager | Alexandra Carter |
| Owner's address, phone, email | 617 N. Third St., Baton Rouge, LA 70802, (225) 219-9600, | | |
| Services commenced by this firm (mm/yy) | 09/19 | Total consultant contract cost (\$1,000's) | \$2,500,000 |
| Services completed by this firm (mm/yy) | 03/21 | Cost of consultant services provided by this firm (\$1,000's) | \$30,915 |

The Louisiana Watershed Initiative (LWI) is a statewide effort led by the LA Office of Community Development (OCD) to pursue a holistic approach to watershed management through comprehensive planning, watershed modeling, data collection, and projects that reduce flood risk.

The Adaptation Strategies team worked with prime consultants, CSRS, Inc., and OCD to develop messaging and materials for community outreach and engagement in the parishes of Southeast Louisiana and facilitated virtual meetings and information sessions throughout the region. Outreach and engagement focused on the topic of funding requirements for watershed management and flood mitigation. The Adaptation Strategies team met with parish stakeholders and community leaders to educate them on the technical realities of watershed management, solicit feedback regarding their needs and priorities.

The work culminated in the publication of a white paper, *Strategies for Funding Watershed Management and Flood Risk Reduction in Louisiana*, in March 2021.

Team Members involved: Grasshopper Mendoza, CFM
Steve Picou
Andrea Calvin, Ph.D, CFM.
Tara Tolford, AICP

Prime consultant name: Adaptation Strategies

| | | | | |
|---|--|---|---|--|
| Firm name | Adaptation Strategies | Discipline(s)* <i>Other (Outreach), Planning</i> | **copy disciplines as listed below** <i>Other (Outreach), Planning</i> | |
| Project name | St John the Baptist Parish Low Impact Development Program | Firm responsibility (prime or sub?) | Sub | |
| Project number | | Owner's name | St. John Baptist Parish Planning Department | |
| Project location | Louisiana, statewide | Owner's Project Manager | Rene Pastorek | |
| Owner's address, phone, email | 1811 W. Airline Hwy, LaPlace, LA 70068, (985) 651-5565, r.pastorek@stjohn-la.gov | | | |
| Services commenced by this firm (mm/yy) | 10/18 | Total consultant contract cost (\$1,000's) | \$34,750 | |
| Services completed by this firm (mm/yy) | 11/19 | Cost of consultant services provided by this firm (\$1,000's) | \$14,750 | |

With EPA funding, CSRS and Adaptation Strategies supported the development of the Green Infrastructure/Low Impact Development Program for St. John the Baptist Parish (SJBP). The work included an audit of SJBP ordinances and development regulations to identify stormwater management solutions and water quality improvements. As part of the audit, the AS team engaged key stakeholders: Parish staff, elected officials, and members of the development community.

In 2019, the SJBP Planning Department was recognized as a Community Champion by the USGBC-Louisiana Chapter in part for this effort.

Team Members involved: Andrea Calvin, Ph.D, CFM.
 Vivek Shah, AICP, CFM
 Tara Tolford, AICP

| | | | |
|---|--|---|---|
| Firm name | Adaptation Strategies | Discipline(s)* <i>Other (Outreach), Planning</i> | **copy disciplines as listed below** <i>Other (Outreach), Planning</i> |
| Project name | Louisiana Water Economy Network | Firm responsibility (prime or sub?) | Prime |
| Project number | | Owner's name | Adaptation Strategies |
| Project location | Greater New Orleans region | Owner's Project Manager | Grasshopper Mendoza |
| Owner's address, phone, email | 141 Allen Toussaint Blvd #1007, New Orleans, LA 70124, (504) 638-0839, grasshopper@adaptationstrategies.com | | |
| Services commenced by this firm (mm/yy) | 02/09 | Total consultant contract cost (\$1,000's) | \$0 |
| Services completed by this firm (mm/yy) | 11/17 | Cost of consultant services provided by this firm (\$1,000's) | \$0 |

The Louisiana Water Economy Network (LAWEN) was an interdisciplinary group of volunteers working to promote integrated water management as key to the environmental, economic, and social future of Louisiana. Adaptation Strategies led the network, connecting professionals in the public and private sector, engaging key stakeholders from academia and NGO/non-profits, and working with members of the general public interested in water and its role in the future of Louisiana. The forum provided a venue for meeting and discussing ideas, plans, projects, and strategies, which were frequently held at the Regional Planning Commission offices.

Between 2009 and 2017, the group held 75 meetings and engagement events, catalyzing numerous green infrastructure and water-related work like the Greater New Orleans Urban Water Plan.

Team Members involved: Grasshopper Mendoza, CFM
Steve Picou
Vivek Shah, AICP, CFM

Prime consultant name: Adaptation Strategies

18. Approach and Methodology:

Our team brings proven expertise in facilitating inclusive, meaningful public engagement for planning across diverse communities. We understand the critical importance of the RPC's Metropolitan Transportation Plan (MTP) 2027-2056 update to our region's future and that successful engagement must do more than meet minimum requirements — it must authentically involve a diverse cross-section of the region's residents, including historically underserved communities.

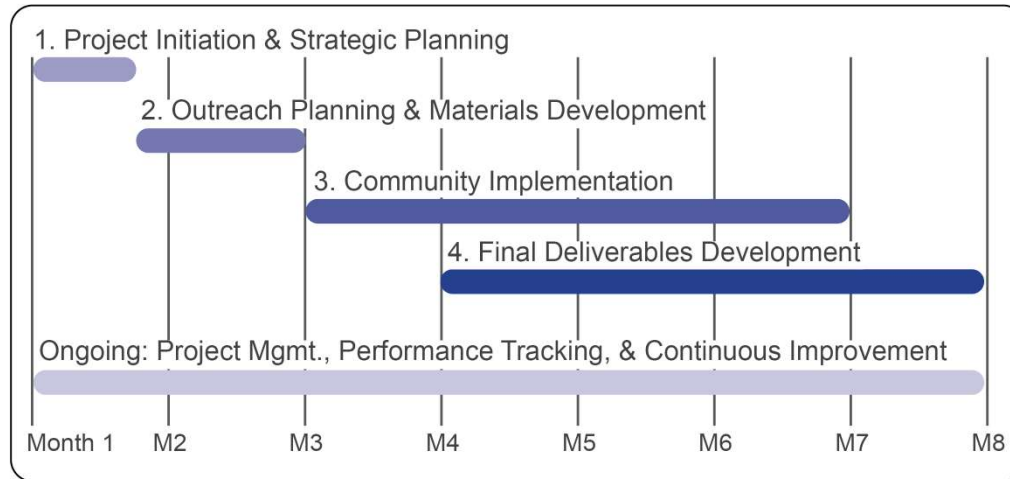
Key Project Understanding:

- **Geographic Scope:** 9-parish region covering 4,000+ square miles with 1.4M residents
- **Timeline:** 8-month engagement period through April 2026
- **Deliverable:** Facilitate up to 16 public engagement events plus 1 Regional Prioritization Workshop
- **Compliance:** Adherence to the Public Participation Plan's (PPP) 2024 requirements, including Title VI and Environmental Justice provisions, and the RPC's MTG Outreach and Engagement Plan.

Our approach blends proven outreach techniques with innovative, culturally competent engagement strategies to ensure all voices are heard and reflected in the MTP, recognizing the region's unique demographics: 44% minority population, 17.5% low-income households, and 2.6% Limited English Proficient residents. We will deploy targeted strategies to ensure equitable participation across all communities, particularly those historically underserved by traditional outreach methods.

In assisting RPC staff we would divide the project into four phases to help organize tasks, timelines, and deliverables for the eight-month duration of the work.

- Phase 1: Project Initiation and Strategic Planning (Weeks 1-3)
- Phase 2: Outreach Planning and Materials Development (Weeks 3-8)
- Phase 3: Community Engagement Implementation (Weeks 9-28)
- Phase 4: Final Deliverables and Project Wrap-up (Weeks 12-32)
- Ongoing: Project Management, Performance Tracking, and Continuous Improvement



To ensure adherence to the PPP, our team has developed a framework to prioritize outreach and engagement efforts based on a community’s level of historic marginalization and the impact that the community will experience from the MTP.

| | <i>Historically Marginalized</i> | <i>Historically Advantaged</i> |
|----------------------------|--|---|
| <i>Highly Impacted</i> | High priority for targeted engagement Direct outreach to community leaders | Low priority for targeted engagement. Already represented by existing stakeholders |
| <i>Not Highly Impacted</i> | Medium priority for targeted engagement. Engage through supplemental methods | Not targeted for engagement due to limited resources. Informed through general outreach methods. |

Phase 1: Project Initiation & Strategic Planning (Weeks 1-3)

Task 1: Project Management

Within two weeks of the project launch, we will hold a kick-off meeting with RPC staff (Task 1A) to discuss the logistics of the project, schedule and milestones, and identify key stakeholders and community leaders to be engaged throughout the project. Feedback and decisions made at the kick-off will be incorporated into the project plan with updated documents submitted to RPC staff within a week of the meeting.

This phase will also be used to help us understand the lessons RPC staff has learned from previous outreach and engagement activities to help guide the project and avoid potential pitfalls. A better understanding of regional politics will help ensure success of the outreach process by ensuring that we are aware and cognizant of power dynamics that exist within each community.

Phase 2: Outreach Planning and Materials Development (Weeks 3-8)

Task 2: Scheduling

Building from the work done in Phase 1, we will work with RPC staff to engage Parish officials and community leaders to organize outreach events throughout nine parishes covered by the MTP. We will leverage the experience and contacts we have gained working in those communities to help guide RPC staff in the selection of venues and the organization of logistics for each event.

Our scheduling approach balances geographic equity with community accessibility:

- **Parish Distribution Matrix:** Minimum 1-2 events per parish based on population density and transportation access
- **Venue Selection Criteria:** ADA-accessible locations with transit connectivity (where applicable), prioritizing community centers, libraries, and existing gathering spaces
- **Timing Optimization:** Evening and weekend options to accommodate working families
- **Leveraging Existing Events:** Partnership with farmers markets, festivals, and community meetings to maximize reach

Task 3: Meeting and Messaging Materials

Drawing from RPC's core messaging content, we will develop:

- **Multi-modal Communication Suite:** Bilingual fact sheets, visual infographics, and interactive displays
- **Digital Engagement Tools:** Mobile-friendly surveys and virtual participation options
- **Cultural Adaptations:** Materials reflecting community values and communication preferences
- **Key Messages Framework:** Clear, accessible explanations of MTP purpose, public role, and feedback integration
- **Maintain RPC Branding and Design:** Designs will

All materials will undergo cultural competency review and comply with PPP guidelines. Draft materials will be submitted 30 days prior to events with final versions delivered one week in advance.

Furthermore, materials will be crafted for a modular approach to engagement: core messaging and engagement/feedback options will be largely consistent across parishes and communities, with spaces allowing for the plug-and-play of region and/or community-specific material that reflects the community's values and communication preferences. This will allow for the quick and nimble adjustment of outreach messaging, responding to feedback throughout the process.

Phase 3: Community Engagement Implementation (Weeks 9-28)

Task 4: Meeting Coordination/Facilitation

Engagement Events

Our team will facilitate and manage up to 16 outreach events, providing the necessary staff based on the type and nature of the event, providing event plans and schedules for advance approval by RPC staff. To maximize participation in engagement events, we will employ a multi-channel approach to advertise and outreach: traditional media, social media, community newsletters, and grassroots networks, including collaboration with trusted local organizations and faith communities, will all be utilized to inform people of the MTP process and events. Information will be translated into Spanish and Vietnamese as needed based on Limited English Proficiency (LEP) analysis. Accessibility services will be prioritized.

The Regional Prioritization Workshop

This stakeholder workshop will focus on facilitated dialogue among key decision makers and stakeholders, prioritizing consensus-building techniques to develop shared and parish-specific priorities for the MTP. Our team will work with RPC staff during Phase 2 and the first part of Phase 3 to craft the topics to be addressed and exercises/activities to be used in the workshop.

Task 5: Performance Reporting

Once meetings have commenced, we will provide the RPC with detailed reports documenting findings and feedback from engagement activities, information about who participated (allowing for iterative adjustments to strategy as needed to improve representation) and how and when public inquiries were responded to.

Phase 4: Final Deliverables and Project Wrap-up (Weeks 12-32)

Task 6: Final Deliverables

Our team will begin collecting and preparing parts of the final Technical Memorandum early in the process as materials are completed and outreach conducted. The final four weeks of the project will be focused on completing the synthesis of results from previous phases and compiling all of the materials created for the project. Paper and digital copies of the final memo and all materials created, including editable files, will be included in the final submission.

19. Workload:

For all contracts where a firm on the team is a prime consultant or sub-consultant and where **a)** the consultant selection was made by DOTD, and **b)** a contract was executed by the consultant and the contracting entity by the date the advertisement for this proposal was posted, list all work meeting the following criteria:

- 1) one of the team’s firms is responsible for the performance of the work;
- 2) authorization to perform the work has been provided, as provided in the contract between the consultant and the contracting entity;
- 3) the work has not yet been performed and invoiced; and
- 4) the work is not currently suspended for an indefinite period of time.

For indefinite delivery/indefinite quantity (IDIQ) contracts, list open Task Orders individually.

List only the portion of the fees attributable to firms on the team.

| Firm(s) ALL FIRMS MUST BE REPRESENTED IN THIS TABLE | Discipline(s) * | Contract Number and State Project Number | Project Name | Remaining Unpaid Balance** |
|---|-----------------|--|---|----------------------------|
| Adaptation Strategies | Planning | N/A | Baton Rouge Capital Area Transit System On-Call Planning Services (as sub with AECOM) | N/A |
| Adaptation Strategies | Planning | RTAP_01020 | New Orleans Regional Transit Authority Scheduling Training and Support | \$14,611 |
| Adaptation Strategies | Planning | N/A | New Orleans Complete Streets On Call Mobility and Design Services (sub with Toole Design Group) | \$50,000 |
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| | Choose an item. | | | |

(Add rows as needed)

DO NOT SUM

20. Certifications/Licenses:

If the advertisement requires submission of licenses and/or certificates, include them here. **Otherwise, leave this section blank.**

Secretary of State Nancy Landry

State of Louisiana
Secretary of State



Commercial Division
225.925.4704

Fax Numbers
225.932.5317 Admin.
Services
225.932.5314 Corporations
225.932.5318 UCC

ADAPTATION STRATEGIES LLC

General Information

| | |
|--------------------|--------------------------------------|
| Name: | ADAPTATION STRATEGIES LLC |
| Type: | Limited Liability Company - Domestic |
| City: | OPELOUSAS |
| Status: | ACTIVE |
| Previous Names: | N/A |
| Charter Number: | 42282543K |
| Registration Date: | 05/31/2016 |

Prime consultant name: Adaptation Strategies



LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise Program (DBE)

Small Business Element (SBE)

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations
& under the State of Louisiana United Certification Program (LAUCP)

Adaptation Strategies, LLC

Is a Certified Disadvantaged Business Enterprise (DBE) & Small Business Element (SBE) in the following specialties:

NC531210, NC541611, NC541618

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: January 2025 to January 2026

This certificate is valid through the above date provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.

Rhonda Wallace

Rhonda Wallace, DBE/SBE Programs Manager

Louisiana Department of Transportation & Development

21. QA/QC Plan:

If the advertisement requires submission of a QA/QC plan, include it here. **Otherwise, leave this section blank. If a QA/QC plan is included in this section and was not required by the advertisement, it will be redacted.**

No QA/QC plan required as per the Advertisement.

22. Sub-consultant information:

If one or more sub-consultants will be used, provide the name, address, point of contact and phone number for each. Otherwise, leave this section blank.

| Firm Name (Name must match <u>exactly</u> as registered with Louisiana's Secretary of State (SOS): <u>including punctuation, include screenshot(s) from SOS at the end of Section 20</u>) | Address | Point of Contact and email address | Phone Number |
|--|---|--|---------------------|
| Concordia, LLC | 1610 Oretha Castle Haley Blvd Suite C New Orleans, LA 70113 | Bahareh Rana Javadi bjavadi@concordia.com | (504) 432-9494 |
| | | | |
| | | | |

23. Location:

If location is an evaluation criterion for this advertisement (see page 2) and the prime consultant intends to establish a local presence, describe the plan for doing so. **Otherwise, leave this section blank. Any information included in this section will be redacted if not required by the Evaluation Criteria section of the advertisement.**

Adaptation Strategies is a Louisiana-based consulting firm with offices in New Orleans and Opelousas, Louisiana. The official address of incorporation is in Opelousas, LA. All team members assigned to this project work in New Orleans.

Concordia is a New Orleans, Louisiana-based consulting firm. Their office and their team are based in New Orleans, LA.

Sub-Consultant MPO Form: Concordia

DOTD FORM: 24-102

(Revised December 12, 2024)

PROPOSAL TO PROVIDE CONSULTANT SERVICES

Prime consultant shall complete the DOTD Form 24-102 without altering the Form's text; however, the instruction and/or guidance for Sections 12 through 23 can be removed but do not remove Section title and number.

ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

| | |
|---|--|
| 1. Contract Name as shown in the advertisement | RPC Metropolitan Transportation Plan Update 2027-2056 Outreach Assistance |
| 2. Contract Number(s) as shown in the advertisement | RPC Task No A-4.26OA |
| 3. State Project Number(s), if shown in the advertisement | RPC Task No A-4.26OA |
| 4. Prime consultant name (name must match exactly as registered with the Louisiana Secretary of State (SOS) where such registration is required by law; including punctuation; include screenshot from SOS at the end of Section 20) | Concordia, LLC (Sub-Consultant to Adaptation Strategies) |
| 5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law) | Federal ID: 27-0011631 Occupational License: 257527 Louisiana Registered License Number: 2070 |
| 6. Prime consultant mailing address | 1610 Oretha Castle Haley Blvd. Suite C New Orleans, LA 70113 |
| 7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria) | Same as above. |
| 8. Name, title, phone number, and email address of prime consultant's contract point of contact | Bahareh Rana Javadi Managing Director 504.432.9494 bjavadi@concordia.com |
| 9. Name, title, phone number, and email address of the official with signing authority for this proposal | Bobbie Hill Principal 304.541.2653 bhill@concordia.com |

Prime consultant should enter the firm name in the footer at the bottom of this page. (It will carry over to subsequent pages.)

Prime consultant name: Adaptation Strategies

10. This is to certify that all information contained herein is accurate and true, and that the team presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. DOTD reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.



Signature above shall be the same person listed in Section 9:

Bobbie Hill

Date: 8/5/2025

Pursuant to Act No. 581 of the 2024 Louisiana Legislature Regular Session, proposer further certifies that it does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association based solely on the entity's or association's status as a firearm entity or firearm trade association. In addition, proposer certifies it will not discriminate against a firearm entity or firearm trade association during the term of the contract based solely on the entity's or association's status as a firearm entity or firearm trade association.

11. If a Disadvantaged Business Enterprise (DBE) goal has been set for this advertisement, indicate which firm(s) will be used to meet the DBE goal and each firm(s)' percentage.

Firm(s): NA

Firm(s)' %:

12. Discipline Table:

As indicated in the advertisement, insert a completed table here. The percentages for the prime and sub-consultants must total 100% for each discipline, as well as the overall total percent of the contract.

The **only** disciplines to be used are listed in the drop down in each row (Appraiser, Bridge, CE&I/OV, CPM, Data Collection, Environmental, Geotech, ITS, Other (must specify), Planning, Right-of-Way, Road, Survey, and Traffic). **Remove rows as needed.**

| Discipline(s) | % of Overall Contract | Prime | Firm B | Firm C | Firm D | Firm E | Each Discipline must total to 100% |
|--|-----------------------|---------------------------|--------|--------|--------|--------|------------------------------------|
| Choose an item. | | See Prime consultant form | | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Choose an item. | | | | | | | 100% |
| Choose an item. | | | | | | | 100% |
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| Choose an item. | | | | | | | 100% |
| Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant. | | | | | | | |
| Percent of Contract | 100% | | | | | | |

Prime consultant name: Adaptation Strategies

13. Firm Size:

For all firms that are part of this team, indicate the approximate number of personnel to be committed to this contract, by DOTD Job Classification and the total number of personnel within the firm that could provide support, if needed. If a specialized job classification is required and not included on the DOTD job classification list, specify “Other (must specify)” and include the classification title inside the parentheses.

The DOTD Job Classification(s) to be used can be found at the following link:

http://wwwsp.dotd.la.gov/Inside_LaDOTD/Divisions/Engineering/CCS/Job_Qualification/Job%20Classifications%20with%20Descriptions.pdf

| Firm name | DOTD Job Classification | Number of personnel committed to this contract | Total number of personnel available in this DOTD Job Classification (if needed) |
|----------------|---|---|---|
| Concordia, LLC | Designer, Graphics, Other (Community Engagement), Planner | 3 | 3 |
| | Choose an item. | | |
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(Add rows as needed)

14. Organizational Chart:

Provide an organizational chart showing ALL **relevant** prime consultant and sub-consultant (if applicable) personnel assigned to the contract, area of project responsibility for each, and reporting lines for the purposes of this contract. An individual's role does not necessarily have to match their DOTD job classification identified in Section 13. **If applicable, identify all personnel performing traffic engineering analysis and/or QC of traffic engineering analysis by placing an asterisk next to their name. Include the certificates required by the Traffic Engineering Process and Report Training Requirements article of the Advertisement in Section 20.** It is acceptable to use an 11x17 format for Section 14.

See Prime Consultant's Form

15. Minimum Personnel Requirements:

Use the table below to identify both prime consultant and sub-consultant staff designated to work on this contract meeting the Minimum Personnel Requirements (MPRs) specified in the advertisement. Ensure the résumé reflects the required experience stated in the MPR. Make sure the P.E. discipline is also listed (highlighted in table) that is meeting the MPR; e.g. professional civil engineer should show the discipline of the license as civil if meeting that MPR.

See Prime Consultant's Form

16. Staff Experience:

| | | | | |
|--|--|------------|--|----|
| Firm employed by: Concordia | | | | |
| Name | Bahareh Javadi | | Years of relevant experience with this employer | 10 |
| Title | Managing Director | | Years of relevant experience with other employer(s) | 3 |
| Degree(s) / Years / Specialization | | | Master of Arch. Tulane, 2014; B.S. Arch. Studies University of Illinois, 2012 | |
| Active registration number / state / expiration date | | | N/A | |
| Year registered | N/A | Discipline | Designer, Planner, Other (Community Engagement) | |
| Contract role(s) / brief description of responsibilities | | | Oversee the production of engagement materials Manage the collection of performance reporting information | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | | |
| <p>As an architect and planner, Bahareh has managed many of Concordia’s educational, institutional, and civic projects. She has led student and community engagement efforts, developed educational master plans, and managed publicly funded projects from design inception through Construction. Education and youth empowerment are central to Bahareh’s practice and she works to share her passion for collaborative placemaking through her work on a variety of project types and scales. In addition to her professional practice, Bahareh has taught at the University of Illinois, Tulane University, and in a variety of K-12 contexts.</p> | | | | |
| 08/24 - 08/25 | City Park Master Plan: designed the community engagement strategy, designed interactive activities, QA/QC for all community engagement materials, and facilitation | | | |
| 08/24 - 08/25 | Yolo County Office of Education: Project managed engagement and mapping process, GIS mapping, designed community engagement strategy, designed interactive activities, designed presentation materials, facilitation, designed asset maps | | | |
| 02/25 – 05/25 | NOCO Roundtables: project manager, designed community engagement strategy, designed engagement materials, coordinated table hosts, facilitated | | | |
| 04/20 – 01/25 | French Market Master Plan: QA/QC on all materials, designed engagement materials, designed master plan | | | |
| 08/17 – 10/18 | Inglewood Unified School District Master Plan: designed engagement materials, facilities assessment | | | |
| 11/22 – 09/26 | NORDC Pecan Grove Recreation Center Renovation: project manager, produced construction documents, designed engagement materials | | | |

| | | | |
|--|--|---|---|
| Firm employed by: Concordia | | | |
| Name | George Silvertooth | Years of relevant experience with this employer | 7 |
| Title | Engagement Designer | Years of relevant experience with other employer(s) | 5 |
| Degree(s) / Years / Specialization | | B.F.A. Film/Digital Video, University of the Arts, 2013 | |
| Active registration number / state / expiration date | | N/A | |
| Year registered | N/A | Discipline | Graphics, Planner, Other (Community Engagement) |
| Contract role(s) / brief description of responsibilities | | Production of engagement materials, analysis of data | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | |
| <p>George Silvertooth, a Lafayette native, is the Swiss Army knife at Concordia, working as community engagement activity designer, planner, photographer, and graphic designer. He has worked on designing equitable and effective community engagement processes for diverse projects from navigating climate change in southern Louisiana to redefining public land use in Silicon Valley. George received his BFA in Film/Digital Video at University of the Arts in Philadelphia.</p> | | | |
| 08/24 - 08/25 | City Park Master Plan: designed the community engagement strategy, designed interactive activities and meeting materials, designed presentation, graphic design of outreach materials, facilitation/presenter, data analysis, and meeting summary design | | |
| 01/25-12/25 | Cubberley Community Center Master Plan: designed the community engagement strategy, designed interactive activities and meeting materials, designed presentation, graphic design of outreach materials, facilitation/presenter, data analysis, and meeting summary design | | |
| 03/22 - 06/23 | Yolo County Office of Education: Project managed engagement and mapping process, GIS mapping, designed community engagement strategy, designed interactive activities, designed presentation materials, facilitation, designed asset maps | | |
| 02/25 – 05/25 | NOCO Roundtables: designed community engagement strategy, designed engagement materials, coordinated table hosts, facilitated | | |
| 04/24 - ongoing | Sewage and Water Board Listening Sessions: project manager, designed community engagement strategy, designed engagement materials, developed outreach and engagement toolkit | | |
| 04/20 – 01/25 | French Market Master Plan: project manager, designed engagement materials, designed master plan | | |

| | | | |
|---|---|--|--|
| Firm employed by: Concordia | | | |
| Name | Bella Davies | Years of relevant experience with this employer | 1 |
| Title | Designer/Planner I | Years of relevant experience with other employer(s) | 1 |
| Degree(s) / Years / Specialization | | Master of Arch. Tulane, 2025; Bachelor of Environmental Design Texas A&M, 2023 | |
| Active registration number / state / expiration date | | N/A | |
| Year registered | N/A | Discipline | Graphics, Other (Community Engagement) |
| Contract role(s) / brief description of responsibilities | | Oversee the production of engagement materials | |
| Experience dates (mm/yy–mm/yy) | Experience and qualifications relevant to the proposed contract; <i>i.e.</i> , “designed drainage”, “designed girders”, “designed intersection”, etc. Experience dates should cover the years of experience specified in the applicable MPR(s). | | |
| <p>Bella Davies is a designer whose work is rooted in architecture as a means of bridging everyday challenges with thoughtful, community-focused solutions. Growing up in Brownsville, Texas, Bella developed a deep appreciation for the in-between spaces, identities, and ideas that shape connection and cultural richness. This perspective continues to inform her approach to design, where equity and interaction are at the forefront.</p> | | | |
| 08/24 - 08/25 | City Park Master Plan: designed the community engagement strategy, designed interactive activities, QA/QC for all community engagement materials, facilitation | | |
| 01/25 – 12/25 | Cubberley Community Center Master Plan: data input and analysis | | |
| | | | |
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17. Firm Experience:

| | | | | |
|---|--|---|---|---|
| Firm name | Concordia, LLC | | Discipline(s)*Data Collection, Planning, Other (Community Engagement) | **copy disciplines as listed below** Data Collection, Planning, Other (Community Engagement) |
| Project name | City Park Master Plan | | Firm responsibility (prime or sub?) | Prime |
| Project number | N/A | Owner's name | City Park Conservancy | |
| Project location | New Orleans, LA | | Owner's Project Manager | Casie Duplechain |
| Owner's address, phone, email | 1 Palm Dr. New Orleans, LA 70124, 504-483-9487, cduplechain@nocp.org | | | |
| Services commenced by this firm (mm/yy) | 08/24 | Total consultant contract cost (\$1,000's) | \$261,250 | |
| Services completed by this firm (mm/yy) | 08/25 | Cost of consultant services provided by this firm (\$1,000's) | \$261,250 | |

City Park Conservancy is embarking on a plan that will foster an innovative and thoughtful long-term proposal for City Park grounded in serving the greater good, addressing community needs, preserving historical and cultural context, enhancing environmental resiliency, and fostering a welcoming sense of place. In August 2024, Concordia was selected to join the City Park Planning team as the lead Community Engagement consultant to help strengthen a continued community engagement process by developing more opportunities for input, diversifying community attendance through community ambassadors and pop-up events, and running a youth-focused meeting initiative.

Four public meetings and four youth-centered meetings were held, in addition to online surveys, where we received tremendous feedback from the community. The framework for public engagement and planning was iterative and built on community feedback, research, and planning work completed since the current planning process began in July 2023. Bahareh Javadi provided QA/QC for engagement materials, led the engagement strategy, and facilitated during meetings. George Silvertooth designed the community engagement materials, helped with the engagement strategy, analyzed the meeting and survey data, and presented at meetings. Bella Davies designed outreach materials, helped produce community engagement materials, and facilitated at meetings.

| | | | | | |
|---|--|---|---|---|-----|
| Firm name | Concordia, LLC | | Discipline(s)*Data Collection, Planning, Other (Community Engagement) | **copy disciplines as listed below** Data Collection, Planning, Other (Community Engagement) | |
| Project name | NOCO Public Roundtables | | | Firm responsibility (prime or sub?) | Sub |
| Project number | N/A | Owner's name | New Orleans & Co. | | |
| Project location | New Orleans, LA | | Owner's Project Manager | Lauren Siegel | |
| Owner's address, phone, email | 2020 St Charles Ave, New Orleans, LA 70130, 504-566-5011 | | | | |
| Services commenced by this firm (mm/yy) | 02/25 | Total consultant contract cost (\$1,000's) | | \$20,000 | |
| Services completed by this firm (mm/yy) | 06/25 | Cost of consultant services provided by this firm (\$1,000's) | | \$18,950 | |

In 2023, New Orleans & Company (NOCO) commissioned an assessment of tourism performance which found that the primary forces that hinder visitation and economic success for the region are the same forces that hinder resident quality of life. Following this assessment, NOCO leadership recognized the need to develop a more expansive plan focused on improving quality of life for the Greater New Orleans (GNO) region. Concordia worked with NOCO and Trepwise to co-lead a series of public roundtables, to prioritize actionable strategies that will make GNO a better place to live, work, learn, and visit.

This process involved both online and in person meetings to gather feedback from community members. Concordia designed the meeting materials and gave feedback on the presentation to ensure clarity and transparency. Concordia also led a “community fellow” process which asked local community members to serve as neighborhood ambassadors to help with outreach. These paid fellows ensured diverse attendance from a variety of neighborhoods in New Orleans.

| | | | | |
|---|--|---|---|---|
| Firm name | Concordia, LLC | | Discipline(s)*Data Collection, Planning, Other (Community Engagement) | **copy disciplines as listed below** Data Collection, Planning, Other (Community Engagement) |
| Project name | Sewage and Water Board of New Orleans (SWBNO) Listening Sessions | | Firm responsibility (prime or sub?) | Sub |
| Project number | N/A | Owner's name | SWBNO | |
| Project location | New Orleans, LA | | Owner's Project Manager | Ceara Labat |
| Owner's address, phone, email | 625 St. Joseph St. New Orleans, LA, 504-529-2837, clabat@swbno.org | | | |
| Services commenced by this firm (mm/yy) | 06/24 | Total consultant contract cost (\$1,000's) | \$13,755 | |
| Services completed by this firm (mm/yy) | 11/24 | Cost of consultant services provided by this firm (\$1,000's) | \$13,755 | |

The Sewage and Waterboard of New Orleans (SWBNO) Listening Tour is designed to be a foundational first step to understanding local residents' knowledge and opinion of the utility. The Tour will firstly function as an educational opportunity for residents to be on the same page and understand the immense challenges SWBNO faces, short- and long-term. Secondly, and more importantly, the Tour will create space for deep conversations focused on larger issues, like trust in SWBNO, that are rarely afforded in usual engagement processes. This input will be used to update communication strategies, prioritize immediate next steps, and build upon larger, long-term strategies for SWBNO. Finally, the Listening Tour will also begin to build a larger cohort of residents who not only trust SWBNO's management and strategies but will be a champion for the utility.

The overall strategy including timing, outreach, meeting set up and more was developed by Concordia. This process was designed to be easily repeatable and simultaneously updated to fit the needs of SWBNO. It also included meeting material templates and useful questions to help guide the listening sessions. The first round of listening sessions took place in 2024 with the next round of sessions scheduled for early 2026.

18. Approach and Methodology:

See Prime Consultant Form

19. Workload:

For all contracts where a firm on the team is a prime consultant or sub-consultant and where a) the consultant selection was made by DOTD, and b) a contract was executed by the consultant and the contracting entity by the date the advertisement for this proposal was posted, list all work meeting the following criteria:

- 1) one of the team's firms is responsible for the performance of the work;
- 2) authorization to perform the work has been provided, as provided in the contract between the consultant and the contracting entity;
- 3) the work has not yet been performed and invoiced; and
- 4) the work is not currently suspended for an indefinite period of time.

For indefinite delivery/indefinite quantity (IDIQ) contracts, list open Task Orders individually.

List only the portion of the fees attributable to firms on the team.

| Firm(s) ALL FIRMS MUST BE REPRESENTED IN THIS TABLE | Discipline(s) * | Contract Number and State Project Number | Project Name | Remaining Unpaid Balance** |
|---|-----------------------------------|--|---|----------------------------------|
| Concordia, LLC | Other (Architecture) | 1907.00 | 1141 Margaret Pl. | \$1,400.00 |
| Concordia, LLC | Other (Architecture) | K20-996 | Morris FX Jeff Natatorium | \$55,071.00 |
| Concordia, LLC | Other (Architecture) | 2109.00 | 1101 Aline – Uptown Assisted Living | \$4,875.00 |
| Concordia, LLC | Other (Architecture & Engagement) | 2113.00 | Northside Villa (Affordable Housing) | \$38,000.00 |
| Concordia, LLC | Other (Architecture & Engagement) | 2116.00 | Brown Park (Affordable Housing) | \$28,800.00 |
| Concordia, LLC | Other (Architecture & Engagement) | K22-1101 | NORDC Pecan Grove Rec Center | \$140,567.00 |
| Concordia, LLC | Other (Architecture) | K23-502 | NOPL Children's Resource Center | \$20,760.00 |
| Concordia, LLC | Other (Architecture) | 2312.00 | Stem Library Lab | \$2,500.00 |
| Concordia, LLC | Other (Architecture) | 2409.00 | 2030 St. Claude Ave | \$7,500.00 |
| Concordia, LLC | Other (Planning & Engagement) | 2411.00 | LA Bureau of Family Health Engagement Toolkit | \$17,028.00 |
| Concordia, LLC | Other (Planning & Engagement) | C2519292 | Cubberley Community Center Master Plan | \$190,804.00 |
| Concordia, LLC | Other (Architecture & Engagement) | K24-1492 | Goretti Park & Playground | \$18,000.00 |
| Concordia, LLC | Other (Architecture & Engagement) | 2503.00 | NORA Early Learning Center On-Call Services | N/A |
| Concordia, LLC | Other (Architecture) | 2504.00 | 1660 N. Tonti St. | \$18,367.00 |
| Concordia, LLC | Other (Architecture) | 2505.00 | Norland St. Residence | \$12,500.00 |
| Concordia, LLC | Other (Architecture & Engagement) | 2508.00 | NOMA Creative Aging Program & Maker's Space | \$18,750.00 |
| Concordia, LLC | Other (Architecture) | 2509.00 | 3426 Laurel St. | \$5,000.00 |
| Concordia, LLC | Other (Architecture) | 2511.00 | Iris Motel Improvements | \$17,500.00 |
| | | | | |

(Add rows as needed)

DO NOT SUM

20. Certifications/Licenses:

If the advertisement requires submission of licenses and/or certificates, include them here. **Otherwise, leave this section blank.**

N/A

QA/QC Plan:

If the advertisement requires submission of a QA/QC plan, include it here. **Otherwise, leave this section blank. If a QA/QC plan is included in this section and was not required by the advertisement, it will be redacted.**

N/A

21. Sub-consultant information:

See Prime Consultant Form

Prime consultant name: Adaptation Strategies

22. Location:

If location is an evaluation criterion for this advertisement (see page 2) and the prime consultant intends to establish a local presence, describe the plan for doing so. **Otherwise, leave this section blank. Any information included in this section will be redacted if not required by the Evaluation Criteria section of the advertisement.**

See Prime Consultant Form