ATTACHMENT A

SCOPE OF WORK

1. OVERVIEW

A. The selected consulting firm is referred to herein as either the "Consultant" or the "Contractor." If the consulting firm chooses to use the services of a Subconsultant(s), they will be referred to either as the "Subconsultant(s)" or "Subcontractor(s)". Therefore, the words will be used interchangeably.

B. The Scope of Work provided under this Contract shall cover a full range of facility and operational safety and security requirements that VRE must address on an as-needed basis.

C. The Consultant shall furnish all labor including all required services and supervision, materials, supplies, tools, transportation, and incidentals necessary to provide comprehensive risk mitigation services for VRE. These services include regulatory compliance management, safety and security analysis, program and policy development, program and project management, site and infrastructure design and management, and training development and administration.

D. The Consultant's work shall be managed by VRE's Safety and Security Department. A Project Manager will be designated by VRE for this Contract to coordinate all required tasks. The Consultant shall assign a Project Manager responsible for coordination with VRE on all Task Orders and/or assignments.

E. The Consultant shall ensure compliance with all applicable laws and regulations and shall perform work through Task Orders initiated by VRE in accordance with **PART VIII - SPECIAL PROVISIONS**, **SECTION No. 6 - TASK ORDER ASSIGNMENTS AND PROCEDURES**.

2. GENERAL REQUIREMENTS

The Consultant shall be responsible for providing recommendations and work products that meet the following requirements:

A. Ensure compliance with all Federal, State and local requirements, as well as applicable rules, ordinances, regulations, and codes. This includes regulations set forth by the U.S. Department of Transportation (DOT), including the Federal Railroad Administration (FRA) and the Federal Transit Administration (FTA); the U.S. Department of Homeland Security (DHS), including the Transportation Security Administration (TSA) and the Federal Emergency Management Agency (FEMA); and the U.S. Department of Labor (DOL), including the Occupational Safety and Health Administration (OSHA) and the Environmental Protection Agency (EPA). Additionally, all Commonwealth of Virginia and local jurisdictional guidelines shall be complied with as applicable to the specific location of operations.

B. Support compliance initiatives with all rules and regulations set forth by VRE's host railroads, including the Virginia Passenger Rail Authority (VPRA), CSX Transportation (CSXT), Norfolk Southern Railway (NSR), and the National Railroad Passenger Corporation dba Amtrak (AMTK).

C. Ensure compliance with the guidelines and operating procedures of the Northern Virginia Transportation Commission (NVTC), the Potomac and Rappahannock Transportation Commission (PRTC), and the Virginia Railway Express (VRE).

D. Follow generally accepted industry best practices to meet or exceed industry standards. This includes recommendations and guidelines set forth by the Association of American Railroads (AAR), the American Public Transportation Association (APTA), the American Railway Engineering and Maintenance-of-Way Association (AREMA), the American Short Line and Regional Railroad Association (ASLRRA), and other collective railway organizations.

3. CAPABILITIES AND AREAS OF EXPERTISE

The Consultant shall possess the capability and expertise required to complete the following tasks:

A. Conduct a resourceful in-depth examination of VRE's existing physical, operational, and programmatic environment.

B. Provide specialized knowledge of the railroad environment, including infrastructure, mechanical, operational, and regulatory expertise to create effective safety and security solutions.

C. Complete quantitative and qualitative research and analysis to review environmental documentation and engineering designs, statistical trends, historical information, industry case studies, and modern technologies.

D. Utilize subject matter experts and deep industry knowledge to edit, create, execute, and/or update a variety of long and short-range plans designed to assess threat vulnerability, identify hazards, and prevent, mitigate, and eliminate risks.

E. Design traditional and multimedia content including policy documents, manuals, presentations, spreadsheets, handouts, pamphlets, web content, audio recordings, and videos for internal and external stakeholders.

F. Organize, implement, evaluate, and manage a comprehensive variety of projects, operations, events, and training programs.

G. Provide general day-to-day consulting services through accurate interpretation and application of applicable railroad regulations, transit industry requirements, and construction standards and practices.

H. Offer general consulting services for a variety of safety and security issues. Analyze the situation with respect to relevant regulations, internal policies, best practices, and organizational objectives. Recommend solutions and methods of improvement.

I. Contribute unique and creative solutions to advance the safety culture of VRE and the public.

J. Provide accurate and professional cost estimates and expense projections for a variety of goods and services associated with safety and security programs.

K. Demonstrate strong communication and coordination skills with VRE staff and outside parties in a constructive solution-focused style.

4. EXAMPLES OF POTENTIAL TASK ORDERS

The Consultant shall perform work through Task Orders initiated by VRE. The following are examples of potential Task Orders:

A. Principal Policy Management

1. Review and revise VRE's System Safety Program Plan (SSPP) in accordance with FRA and other applicable regulations. VRE's SSPP represents a flexible framework built to suit the unique needs and capabilities of the organization over time. The SSPP must be in compliance with all requirements and regulatory schedules outlined in the final rule: 49 CFR Part 270.

2. Review and update VRE's SSPP in accordance with applicable regulations, industry best practices, and VRE's organizational needs. The SSPP shall correspond with specific programs, plans, standard operating procedures, and other detailed working documents. Reassess current conditions, recommend additional or updated mitigation techniques, and describe the implementation process for proposed revisions. Review and revise VRE's Passenger Train Emergency Preparedness Plan (PTEPP) for FRA submission and approval. Assist with coordination between VRE, its host railroads, and other parties.

3. Develop an Emergency Action Plan (EAP) to outline the management of operational disasters as well as facility-based emergencies. Utilize an all-hazards approach to reduce the loss of

life, minimize injuries, avoid damage or loss of property, and prevent disruptions to operations. Incorporate considerations for all possible emergencies, including public health crises such as pandemics.

4. Review and revise VRE's Continuity of Operations Plan (COOP) in accordance with FEMA guidelines, templates, and current recommendations as well as VRE's organizational needs. Incorporate considerations for all possible emergencies, including public health crises such as pandemics.

B. Specific Projects / Programs

1. Administer a comprehensive Safety and Security Audit in accordance with program guidelines. Provide a means to evaluate internal and contracted operations, including construction activities, as well as physical assets, such as facilities, equipment, and tools. Ensure the program fully addresses potential audits and reviews lead by the FRA, FTA, TSA, OSHA, EPA, VRE, and other applicable authorities. Advise VRE of any compliance issues. VRE will administer any immediate corrective action to maintain quality operations. Collect safety data, compile reports, and analyze trends.

2. Conduct and coordinate Safety and Security training events for VRE personnel, VRE contractors, and emergency personnel. Coordinate with VRE's Safety and Security Department to identify core objectives and needs. Consider a means to test or measure participant comprehension. Determine the frequency of training and a means of recording participation. Address how training activities translate into everyday operations.

3. Educate and engage the public through the development and administration of a comprehensive Public Safety Outreach Program. Coordinate with VRE's Marketing, Communications, and Public Relations staff as well as outside partners to develop innovative and effective ways to promote VRE's safety culture. Produce public safety initiatives and campaigns through a variety of channels including social media, print material, events, and activities.

4. Review and revise VRE's Risk-based Hazard Management Program Plan. Address the process of identifying and analyzing hazards and determining their severity, frequency, and associated risk levels. Examine mitigation methods and techniques and performance tracking.

5. Assist with reviewing, coordinating, and further developing VRE's existing Transit Asset Management (TAM) Plan as needed. Provide

support to address relevant safety and security related infrastructure, including lights, cameras, and access control systems. Assist in promoting the ongoing operability of assets and comprehensive lifecycle management. Investigate technologies, infrastructure development plans, warranties, protection plans, preventative and corrective maintenance, system compatibilities, and budgeting.

6. Evaluate and support the ongoing development of VRE's Undercover Law Enforcement Officer (ULEO) Program, including overall objectives, acceptance criteria, training and qualification techniques, operational procedures, accountability measures, and recommendations for improvement. Assist with coordination and implementation of the program.

7. Provide safety and security design support, engineering support, and project implementation analysis support, and complete Threat and Vulnerability Assessments (TVA) as needed for ongoing maintenance activities, state-of-good-repair projects, and large-scale Capital Improvement Projects. Utilize industry best practices and methods including Crime Prevention Through Environmental Design (CPTED). Complete site analysis and participate in design reviews, including formalized recommendations.

8. Review contractor Site Specific Safety Plans to ensure compliance with FRA, OSHA, and other applicable regulations.

9. Complete safety analysis and compliance activities associated with system configuration changes and rolling stock acquisitions. This includes FTA Safety Certifications. Assist in developing procedures to evaluate and manage a variety of safety and security related contracts. Evaluate each contractor's performance and practices and subsequently provide recommendations to achieve improvements. Recommend a regular communications protocol and a means of performance evaluation. Assist with the coordination and implementation of this program.

10. Compose a wide variety of specific Standard Operating Procedures (SOPs) that directly tie into VRE's safety and security policies and programs. Develop standardized formatting and considerations for each document, including overall objectives, specific steps, personnel roles, resources required, frequency, tracking, evaluation, and updates. Include instructional graphics, diagrams, screenshots, files, and/or paperwork needed to complete each activity. Consider the use of technology.

11. Conduct independent accident and incident investigations and support VRE's internal incident investigation process. Develop

reports in accordance with applicable regulations and VRE policies. Assist in tracking, managing, resolving, and closing out corrective action plans arising as the result of program audits and assessments.

12. Offer general consulting services for a variety of day-to-day safety and security issues. Analyze the situation with respect to relevant regulations, internal policies, best practices, and organizational objectives. Recommend solutions and methods of improvement.

13. Provide comprehensive project management services for a variety of safety and security initiatives and tasks. Formally organize, schedule, coordinate, and manage each initiative or task to completion. Audit job sites to ensure safety compliance. Manage project timelines and targeted budgets.

14. Develop cost estimates and financial analysis of program components. Coordinate discussions with VRE's Safety and Security Department to determine feasibilities and manage short-term and long-term budgets. Assist with budget tracking and reconciliations. Provide procurement support services for safety and security-related needs.

15. Complete other administrative and management services as needed. Document specific safety and security work activities, compose progress reports, administer records management, and provide clerical services.

16. Advise VRE's Project Manager of any new requirements as it pertains to Federal, State, and local rules, requirements, and legislation which impact VRE operations and its safety and security programs. Recommend approaches to ensure organizational compliance. As needed, provide regular updates on industry best practices as well as current threats and vulnerabilities. Consider technological solutions to support safety and security goals and work activities.