SAIPRC

STATE-AMTRAK INTERCITY PASSENGER RAIL COMMITTEE

Request for Proposals:
Support for PRIIA 209 Cost Policy Revision

Version 02.00. For Executive Committee review.

April 19, 2021.

1. Introduction

1.1. The Committee

The State-Amtrak Intercity Passenger Rail Committee (SAIPRC) is a multi-organizational body comprised of members from Amtrak, the U.S. DOT Federal Railroad Administration (FRA), and 20 state agencies from across the country. SAIPRC's mission is to grow intercity passenger rail in the United States to support local mobility and encourage economic opportunities and growth.

The committee's focus are the State-Supported Amtrak services—routes that are 750 miles or less and run beyond or outside the Boston-to-Washington Northeast Corridor (NEC). In a typical year, these 28 routes carry approximately one-half of all Amtrak riders nationwide.

1.2.   PRIIA 209 Cost Policy

Per federal statute, the states are responsible for funding the operating and capital expenses associated with the state-supported services. In 2008, Section 209 of the Passenger Rail Investment and Improvement Act (PRIIA) directed Amtrak, in consultation with the states, to develop a standardized methodology for establishing the operating and capital costs for each state-supported service.

In response to this requirement, Amtrak and the states developed the PRIIA 209 Cost Methodology Policy, which was finalized in 2012 and first implemented in federal fiscal year 2014. The Policy includes the cost methodology (i.e., the technical approach to calculating state payments) and guidance for the Amtrak-state business relationship (e.g., requirements for collaboration, data sharing, and decision-making).

SAIPRC was first established in 2015 and is authorized, under the FAST Act, to support the continued implementation of the PRIIA 209 policy and to foster the collaboration of its members.

2. Project Context and Purpose

The members of SAIPRC seek to revise the PRIIA 209 policy to support the growth of the state-supported services. Since its implementation, the PRIIA 209 policy has been periodically amended, but has remained largely unchanged. Stakeholders agree that the policy requires a substantial overhaul to address challenges and improve coordination among Amtrak and the states.

The selected team will support the revision of the PRIIA 209 policy in two key areas:

1. **Policy development**: First, the team will support the committee in developing a new, consensus-based policy that will document all aspects of PRIIA 209 policy, including (a) the cost methodology for operating and capital expenses and (b) key components of the Amtrak-state relationship.
2. **Technical support**: Second, the team will support detailed technical work for developing a new costing methodology for determining state *operating* cost payments.

2.1. Cost Methodology

The PRIIA 209 cost methodology is a component of the larger policy. The methodology specifies state payments for operating and capital expenses. The policy document and supplementary materials that more fully explain the methodology are attached for reference (see Section 9).

While states are responsible for the operating and capital costs identified by the methodology, they also receive a credit for the revenue associated with ticket sales, onboard sales, and other passenger-related activities. In FY2019, states were responsible for approximately $800 million in operating expenses and capital equipment (rolling stock) charges, which were defrayed by approx. $550 million in revenue and $250 million in direct state payments to Amtrak.

The cost methodology includes the following elements:

2.1.1. Operating costs. States are responsible for three types of operating costs:

a) **Route costs**: Expenses associated with direct operation of service, including train crews, car/locomotive maintenance, ticket sales, police, insurance, on-board services, etc. Route Costs are largely determined through the Amtrak Performance Tracking System (APT), an internal Amtrak system that allocates costs to all routes nationwide. In APT, most (but not all) costs are allocated proportionally to routes based on a usage metric.

b) **Support Fees**: Expenses associated with ongoing support functions that are generally associated with all routes. Support Fees are calculated based on specific rates, defined by the policy, that are applied to certain Route Costs (e.g., 37% of car/locomotive costs) or usage statistics.

c) **Third Party costs**: Fuel, power, and host railroad fees. Third party costs are largely passed directly to states.

2.1.2. Capital costs – rolling stock. States are responsible for capital maintenance of Amtrak-owned rolling stock (i.e., ongoing overhauls and lifecycle preventive maintenance). Specifically, capital maintenance expenses are totaled for each type of equipment and then allocated to routes based on proportional use (as measured by a specific metric defined in the APT system).

In addition, the policy indicates that states will be responsible for paying a proportionate share (based on relative use) of the costs of new rolling stock procured by Amtrak. However, the policy does not provide any further guidance nor a detailed allocation formula.

2.1.3. Capital costs – fixed assets. The policy also describes potential capital costs associated with maintenance and improvements to fixed assets, such as shared stations and rights of way. However, the policy does not provide guidance for how such costs should be charged to state-supported routes, but instead indicates that projects will be handled on a case-by-case basis, with both Amtrak and states responsible for a pro-rata share of any investments required.

2.2. Amtrak-State Business Relationship

The policy also specifies, to a limited degree, aspects of ongoing collaboration, data reporting, and decision-making among Amtrak and the states. For example, the policy indicates that Amtrak will provide an annual, five-year capital plan of activities and annual operating cost and revenue forecasts. In addition, the policy provides a template for bilateral contracts between Amtrak and the states.

2.3. Project Objectives

While this project will review all aspects of the PRIIA 209 policy, the focus for the technical work will be on operating expenses. Specifically, this project will address the challenges of relying on the APT system to calculate the majority of each route's operating charges. Although it has been adapted for use for the PRIIA 209 methodology, APT's primary function is to allocate costs and revenue across all areas of Amtrak's business (e.g., NEC, long-distance, and state-supported routes). The use of the APT system presents various challenges to Amtrak and the states. The system imposes a high administrative burden on Amtrak and the states to implement and verify. The system is also highly complex—in part due its broader purpose as Amtrak's internal cost allocation system—and is difficult to modify. Finally, the system relies heavily on proportional allocations to split costs across multiple routes, which makes it difficult for states and Amtrak to forecast and control costs; the costs allocated to a route are a function not only of activities on that route, but of the activities of other, unrelated routes as well.

This project will also better define and enhance the business relationship between Amtrak and the states. The current policy offers limited guidance, and the revised policy has the opportunity to better define the roles of Amtrak and the states in key decision-making processes, as well as clarify or enhance requirements for collaboration, transparency, verification, and data reporting as needed. For example, the revised policy could: more clearly define which activities states shall control locally vs. those items that Amtrak will be

responsible for standardizing networkwide; more fully describe annual planning documents to be developed by Amtrak and the states for capital investments or operating expenses; describe the contents, schedule, and cadence for activities like cost/revenue forecasting, data reporting, and others; specify requirements for regularly verifying or auditing the implementation of the cost methodology; describe the process for states/Amtrak to communicate or implement changes to schedules, consists, fare policies, and other items; identify minimum standards for data sharing and reporting; identify collaboration requirements in areas like marketing, Amtrak policies, customer experience initiatives, and others; etc..

Finally, this project will better describe the role of federal funding for the state-supported routes. Presently, states pay for all expenses described in the PRIIA 209 policy, while some additional expenses—which APT assigns to the state-supported routes but are excluded from the PRIIA 209 policy—are paid for by Amtrak's federal funding. Going forward, a revised policy will more deliberately define items considered a potential federal responsibility and, as a result may alter total state payments.

To guide the development of a revised policy, SAIPRC members approved the following principles:

1. **Cause and effect.** The policy will ensure a direct connection between activities that create costs, the state payments, and the management of the operation. The expectation is that the majority of costs charged to states will be those directly incurred for the benefit of the route.
2. **Funding responsibility:** States maintain their commitment to provide funding for the delivery of the state-supported services.
3. **Consistency and flexibility:** The policy will provide a common and equitable approach across all state-supported services while creating appropriate levels of flexibility that can support unique circumstances associated with a route or state(s).
4. **Business relationship:** The updated policy will update and refine the business relationship among all parties. The states and Amtrak must work together in collaboration and partnership. SAIPRC members will identify route-related items and services where states must enjoy a high degree of control and those services or items that are required to be—or benefit from being—standardized across the system or managed centrally.
5. **Scalability**: The policy will encourage and reward the sustainable growth of existing and new state-supported services.
6. **Federal responsibility**: Amtrak and the states will identify the activities and assets that can be provided more efficiently or appropriately on a network basis or are federally mandated. The associated costs should be considered a federal funding responsibility and will not be allocated to the states.
7. **Transparency and review**: The policy will ensure that states and Amtrak have the back-up information and reports deemed necessary to verify the calculations used to establish payments for each service.
8. **Durability:** The methodology and business relationship must be responsive to and work well in periods of growth and contraction.
9. **Administration:** The policy should reduce administrative burden. The methodology should be improved to reduce time-intensity and administrative requirements for all parties. Technology and system costs necessary for implementation should be identified and considered as part of any improvement of the methodology.
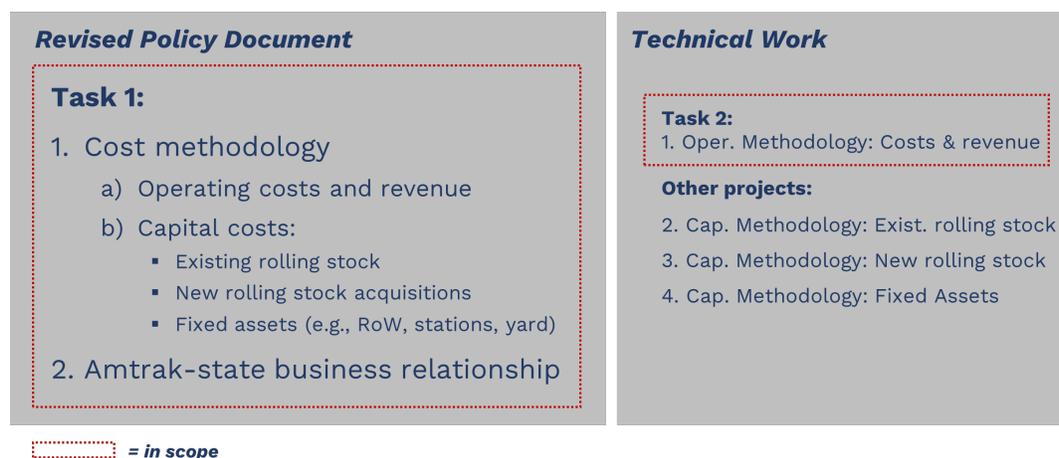
3. Scope of Work

Project activities will be grouped into two primary tasks:

1. Policy development (including project management, stakeholder outreach, consensus building, and policy writing); and
2. Technical and analytical work for the revision of the cost methodology for operating costs.

As indicated above, the development of a revised policy will consider all aspects of the cost methodology and multiple aspects of the Amtrak-state business relationship, while the technical and analytical work will focus primarily on operating costs and revenue. As illustrated in Figure 1, SAIPRC staff are conducting other technical projects associated with other areas of the cost methodology (e.g., capital costs) that will inform the policy development work of this project but are separate from this contract.

Specifically, SAIPRC is currently refining the methodology for capital maintenance of rolling stock in an ongoing project, which is expected to be completed by September 2021. In addition, SAIPRC is identifying an initial approach to allocating the expenses of new rolling stock and certain fixed assets in another project, with key aspects also expected to be completed by fall 2021. The results of these projects will inform Task 1 and the selected team will have the opportunity to participate in this work to inform policy development. However, the selected team will not be held responsible for any delays in these separate projects nor for the impacts such delays could impose on the policy development in Task 1.

Figure 1. Diagram of activities.

Revised Policy Document

Task 1:

1. Cost methodology
   a) Operating costs and revenue
   b) Capital costs:
      - Existing rolling stock
      - New rolling stock acquisitions
      - Fixed assets (e.g., RoW, stations, yard)
2. Amtrak-state business relationship

Technical Work

Task 2:
1. Oper. Methodology: Costs & revenue

Other projects:
2. Cap. Methodology: Exist. rolling stock
3. Cap. Methodology: New rolling stock
4. Cap. Methodology: Fixed Assets

= in scope

3.1. Task 1. Policy Development and Implementation

The selected team, in close coordination with SAIPRC staff and Members, will run a consensus-building process to draft and achieve approval on a revised PRIIA 209 policy document. In addition, the selected team will support initial work to implement the policy following its approval.

One member of the team will be designated as the Task 1 Manager, who is expected to function as a highly-visible member of SAIPRC staff and will be responsible for coordinating all activities.

The project will be guided by the SAIPRC Costing Subcommittee, a subset of SAIPRC stakeholders from Amtrak, FRA, and 5-6 states, which will meet 1-2 times per month to review progress and inform key decisions. The project will also be guided by the full Committee, which meets on a quarterly basis (February, June, September/October, and December) and must vote to approve a revised policy.

The selected team, with the assistance of SAIPRC staff, will be responsible for identifying and executing a strategy for supporting group decision-making throughout the policy development work. For example, this

strategy will identify expected decision points, the activities and products that will enable the group to consider and resolve key decisions, and the approach to ensuring consensus on final outcomes.

The contents of the revised policy will be informed by the technical work completed in Task 2, technical work led by SAIPRC staff in other projects, and the robust input of the SAIPRC Members. In addition, the selected team will contribute to policy development by making policy recommendations for group consideration. The selected team will be responsible for combining these various inputs into a consolidated and concise policy document that reflects the group consensus.

3.1.1.   Key Activities. Task 1 will include, but is not limited to, the following:

a) **Revised PRIIA 209 Policy.** In cooperation with the Costing Subcommittee and SAIPRC staff, draft and develop a policy document to replace the existing PRIIA 209 Cost Methodology Policy; draft potential supplementary materials that may be identified, such as a glossary of terms, FAQs, policy summary, etc.; and achieve consensus on the final product among all SAIPRC organizations.
b) **Background review:** Review existing policy and related materials and demonstrate understanding.
c) **Strategic plan:** Develop a strategic project plan, with schedule, expected deliverables, and proposed steps for group decision-making and consensus building.
d) **Project tracker:** Track all project action items and ensure completion.
e) **Stakeholder outreach and coordination:** Conduct initial interviews and perform ongoing outreach to all SAIPRC member organizations to inform the policy and achieve consensus.
f) **Group meetings:** Plan, organize, and execute regular, twice-monthly meetings of the Costing Subcommittee, and other multi-stakeholder calls/meetings as needed, including preparing agendas and presentations, distributing advance materials, facilitating discussion, identifying action items, preparing minutes, and other activities.
g) **Quarterly meetings:** Assist SAIPRC staff in preparation and execution of quarterly full-Committee meetings, including preparing advance materials, delivering presentations, drafting minutes, and facilitating discussion.
h) **Interim deliverables.** Develop and distribute materials to support group decision-making and consensus-building, including, but not limited to, policy outlines, memos, presentations, decision matrices, descriptions of policy options, analyses of policy alternatives, a glossary of terms, etc.
i) **Staff coordination (Task 1 Manager only):** Participate in weekly meetings with the SAIPRC Executive Director and weekly all-staff SAIPRC meetings and coordinate all-team meetings on a regular basis with the selected team and SAIPRC staff.

3.1.2.   Key deliverables:

a) Project plan and schedule
b) Interim deliverables as identified and agreed to with SAIPRC staff (e.g., memos, policy outlines, decision matrices, draft policy proposals, alternatives analyses, etc.)
c) PRIIA 209 Cost Policy document and supplementary materials

3.2. Task 2. Technical development of the cost methodology

The selected team will support SAIPRC staff and Members in analyzing operating costs and developing a revised method for calculating each route's operating cost obligations.

The selected team will be responsible for identifying an effective strategy for developing the methodology, in coordination with SAIPRC staff and the Task 1 Manager. It is expected that the selected team will analyze Amtrak cost data to support stakeholder discussions, model alternative methods for calculating each route's charges, and develop and document a dedicated costing model that applies the final methodology.

The specifications for various alternatives and the final, selected methodology will be based on stakeholder input. The selected team will participate in various group activities, described in Task 1, to collect input on upcoming activities, present results, and gather feedback. As a neutral, technical resource, the selected team will also make recommendations on potential methods for consideration. To that end, the selected team can considering report on best practices from other relevant contexts (e.g., private commuter rail operators, VIA rail, California HSR, aviation, etc.). The selected methodology could take several different approaches. For example, the selected methodology could define a fixed cost per unit of service (e.g., cost per train mile), allocate costs proportionally, employ some other approach, or apply some combination of approaches. The selected methodology may also vary by cost type.

It is expected that modeling alternative methods and implementing the methodology will require custom routines and/or software to calculate each state's cost obligation. Throughout the work, the selected team will need to consider how the final products will be implemented, including what kind of software tools can be delivered to SAIPRC staff, FRA, the states, and Amtrak, who will be responsible for implementing the system. The cost model must be dynamic, user-friendly, and sufficiently flexible to accommodate small changes to the methodology during alternatives testing and after implementation. In addition, the model must allow stakeholders to compare the results with historical results based on the existing PRIIA 209 policy.

One member of the team will be designated as the Analytical Manager, who will be responsible for coordinating all technical work. The Analytical Manager will be managed directly by SAIPRC staff and/or by the Task 1 Manager. The Analytical Manager will participate in weekly project coordination meetings with SAIPRC staff, twice-monthly meetings of the Costing Subcommittee, and other meetings as required.

3.2.1. Activities. Task 2 will include, but is not limited to, the following:

a) **Analyze Amtrak cost data**
   i. Organize costs incurred by Amtrak into broad categories as agreed upon by stakeholders (e.g., costs by general activity/cost area).
   ii. Group costs by various categorization schemes identified by Costing Subcommittee and SAIPRC staff. For example: route-specific vs. multi-route vs. all-route costs; local vs. regional vs. national costs; Direct vs. indirect expenses; costs by sub-component (e.g., a breakdown of station costs into utilities, labor, rent, etc.); and/or an alternative approach identified by stakeholders (e.g., state vs. federal responsibility)
   iii. Identify options to simplify or modify the current cost algorithm by identifying key cost drivers from a set of possible inputs (including train miles, passenger miles, ticket revenue, direct labor hours, etc.). While the new methodology will not necessarily mimic the current methodology, this analysis will inform the development of the new methodology.

b) **Model alternative cost methodologies**
   i. Provide technical assistance in developing alternative cost methodologies based on stakeholder input.
   ii. Develop one or more interactive tools to ("policy development tools") to generate cost estimates based on proposed alternative cost methodologies.
        i. Inputs will likely include past service-related measurements (e.g., train miles, passenger miles, labor hours), per-unit rates (e.g., a cost per passenger mile), and allocation formulas.
        ii. Tool(s) should be able to be viewed and modified by non-technical stakeholders.
   iii. Ensure that models are flexible enough to accommodate methodological complexity and changes. *For example:*
        i. Station rent may be allocated proportionally to boards/deboards, while station labor is charged as fixed per-unit amount.

ii. A cost initially charged through a per-passenger-mile rate in the proposed alternative methodology may be changed to a per-rider charge as stakeholders assess and balance the overall approach.

c) Apply and document the selected cost methodology
   i. Develop a dedicated tool or suite of tools for applying the final cost methodology as selected by SAIPRC. The tool must be easy to understand and its outputs easily validated by non-technical users.
   ii. Thoroughly document the tool, including instructions for how parameters can be modified in future years.
   iii. Document any and all calculations underlying the selected methodology.

3.2.2. Key Deliverables:

a) Breakdown/analysis of costs by category
b) Costing model with approximately 1-3 alternatives for each major cost category
c) Final costing methodology tool or suite of tools
d) Documentation of final costing methodology and related tools

4.0. Schedule

The project will extend from June 2021 through October 2022. A detailed project schedule will be developed by the selected team and confirmed with SAIPRC staff at the start of the project. At this time, SAIPRC staff anticipate the following milestones:

a) Cost analysis and model tool for cost analysis: July 2021
b) Initial draft of revised PRIIA 209 policy document: September 2021
c) Second draft of revised PRIIA 209 policy document: December 2021
d) Committee approval of final policy: March 2022
e) Support for implementation of methodology: March-October 2022

5.0. Team Requirements

Task 1. Successful teams will possess:

a) Demonstrated project management skills, ability to coordinate diverse stakeholders in a large, complex project, and ability to drive progress and achieve consensus
b) Experience with negotiation and/or mediation, with experience in a multi-agency context preferred
c) Excellent communication skills, including formal writing, visually compelling presentations, and verbal communication, and the ability to manage and facilitate group discussion
d) Experience with Amtrak, state Departments of Transportation, and the federal legislative process
e) Understanding of microeconomic concepts applicable to passenger rail service, such as supply and demand, fixed and marginal costs, economies of scale, risk sharing, etc.
f) Familiarity with U.S. passenger rail policy, such as PRIIA Section 209 or PRIIA Section 212, or other policies related to costing/cost allocation in the broader transportation field
g) Familiarity with transportation concepts such as vehicle miles, passenger miles, farebox recovery ratio, ridership vs. revenue optimization, etc.

Task 2. Successful teams will possess:

a) Demonstrated ability to provide custom, interactive data deliverables (regardless of platform, though stakeholder familiarity may make Microsoft Excel of value)

b) Demonstrated proficiency with programming for data manipulation and analysis
c) Experience and/or familiarity with analyzing large datasets, including financial data and transportation operations data (e.g., passenger miles, car-miles, ridership, etc.)
d) Experience in collaborative projects with high-touch clients/stakeholders
e) A record of meticulous file organization, version control, and documentation

6.0 Budget

The proposed budgets for labor and expenses must not exceed the amounts set forth in the table below.

Task 1 – Policy Development	
Labor	$470,000
Expenses	$12,000
Task 2 – Analytical and Technical Support	
Labor	$399,000
Expenses	$14,000
Project Total:	**$895,000**

7. Submission Instructions and Selection Criteria

7.1. Proposal

Technical and cost proposals must be submitted as separate pdf files. Taken together, the proposal may be no longer than ten pages. Proposers are encouraged to be creative, make suggestions, and provide examples or mock-ups of work products.

a) Technical proposals must include the following:

1. An **Introduction or Cover Letter** including the contractor (or prime contractor, in the case of a team) name and contact information and a description of the proposer's interest in and commitment to provide the service requested.

2. **Project Understanding**: A one- to two-page description, in the proposer's words, of the project's context and goals, and the requirements for achieving those goals.

3. **Team Overview**: An organization chart, accompanied by less than one page of text describing the strengths of the team and any prior collaboration among team members on similar projects.

4. **Project Approach:** A detailed description of how the proposer intends to meet the requirements put forth in the Scope of Work. The Project Approach should include technical details, such as what software and/or programming languages to be used. Where requirements are not yet sufficiently clear, it is acceptable and encouraged to provide multiple options. Proposers are also encouraged to include mock-ups or samples of work products.

5. **Project Schedule**: A schedule including delivery dates for the key deliverables described in the Scope of Work, including draft deliverables and review periods.

6. **Key Personnel**: One- to two-paragraph biographies of key personnel describing relevant skills, knowledge, and experience. These must include the Task 1 Manager and Analytical Manager.

7. **Qualifications**: For each of the two primary Tasks, descriptions of at least three relevant projects completed by key personnel within five years prior to submission.

8. **References**: Contact information for three references within a relevant sector (government agency, transportation sector, etc.) (does not count toward page limit)

9. **Resumes of Key Personnel** (does not count toward page limit)

b) Cost proposals must include:

1. **Introduction:** Firm/contractor's name, contact details, cost summary, and principal's signature.

2. **Labor and other direct costs.** The total not-to-exceed amount for the project, with subtotals by task, in a table that shows the following breakdown:

   a. Labor rates for each proposed team member (broken out by task), including base salary, overhead, profit, and fully loaded rates, in dollars per hour, specified by team member name and/or role, with total expected number of hours per month, total estimated costs per month, and total estimated costs for the task;

   b. Other direct costs, including material and travel (broken out by task).

3. **Budgeting and Invoicing Procedures**: A one- or two-paragraph description of the offeror's approach to controlling costs and ensuring timely submission of invoices.

7.2. Selection Criteria

The following criteria will be used to select the winning proposal, in order of declining importance:

    a) Qualifications and relevant experience of team
    b) Understanding of the contract's scope and objectives
    c) Cost

While it is expected that one team will be selected for both tasks, it is possible that the contract could be awarded to two separate teams, one for each task. As a result, it is encouraged that teams submit proposals for both tasks, but teams may submit proposals for only one task.

7.3. Questions and Proposal Submissions

    a) **Questions**: Questions of a technical or contractual nature about the contents of this RFP are due no later than Monday May 3 at 4pm ET, to the attention of Jeremy Steinemann, SAIPRC Executive Director (jsteinemann@saiprc.com). SAIPRC will provided answers to submitted questions by Tuesday May 4 at 4pm ET on and answers will be posted on the AASHTO website and distributed via email to prospective offerors.
    b) **Webinar**: SAIPRC will host a virtual webinar for prospective offerors to ask potential questions. Instructions will be posted on the AASHTO website and distributed via email to prospective offerors.
    c) **Submissions**: Proposals must be sent by email to Mr. Strat Cavros (scavros@aashto.org) by Wednesday May 19 at 4pm ET. It is expected that AASHTO, under its agreement with SAIPRC, will make an award to the successful offeror by May 28.

8. Contract Management

8.1. Payment and Progress Reports

The Contractor shall prepare and submit monthly invoices for each calendar month indicating labor charges, other direct costs as approved, and travel as approved. The Contractor must submit supporting cost detail, including receipts, to receive reimbursement for costs incurred. Invoices received by AASHTO more than 90 days after the work completion date may not be paid. It is the Contractor's responsibility to ensure that all work completed is invoiced within the allowed billing period.

The invoice shall be accompanied by a written progress report indicating:

- A clear and complete account of the work performed each month
- An outline of the work to be performed the next month, and
- A tabulation of the current and cumulative costs expended by month versus budgeted costs

All invoices, expense vouchers and progress reports shall be submitted to AASHTO, attention of Strat Cavros, Manager of Acquisitions, Contracts & Business Development (aka Contracts Manager) at 555 12th Street NW, Suite 1000, Washington, DC 20004 or electronically to scavros@aashto.org. In addition, progress reports shall be submitted electronically to Jeremy Steinemann (SAIPRC Executive Director, jsteinemann@saiprc.com) and Shayne Gill (sgill@aashto.org).

Payment to the Contractor in fulfillment of services under this agreement shall be subject to acceptance of all assigned services by AASHTO and shall be subject to final audit by AASHTO of the time sheets and expense records reflecting services rendered. If accepted, AASHTO will remit payment within 60 calendar days of receipt of each invoice or voucher. If final audit has not been conducted within 90 days of delivery of the entire performance required within a task order agreement, AASHTO shall make final payment.

8.2. Travel and Per Diem

Travel and Per Diem authorized under this subcontract must be invoiced in accordance with the Government Travel Regulations currently in effect. Current per diem rates are listed at: http://www.gsa.gov/portal/category/21287.

Travel requirements under this contract shall be met using the most economical form of transportation available. If economy class transportation is not available, higher class transportation shall be approved in advance by the AASHTO Contracts Manager, and the request for payment voucher must be submitted with justification for use of higher-class travel indicating dates, times and flight numbers. All travel shall be scheduled sufficiently in advance to take advantage of offered discount rates, unless authorized by the AASHTO Contracts Manager.

8.3. Key Personnel

Key Personnel and their roles in the project must be identified and cannot be changed without SAIPRC's approval.

9. Attachments

a) PRIIA 209 Policy (as amended March 2021)
b) State Profit and Loss Tool Documentation: SAIRPC staff document. Describes the analytical tool and steps Amtrak uses to take APT results and convert them into monthly state financial reports/bills for the purposes of the PRIIA 209 methodology. Also describes the relationship between the APT system and the cost categories defined by the PRIIA 209 methodology.