



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFO NUMBER
PTR09021

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF
JOHN ABBOTT
304-558-2544

VENDOR

*128112315 937-299-5007
 RLS & ASSOCIATES INC
 3131 S DIXIE HWY
 SUITE 545
 DAYTON OH 45439

RECEIVED JAN 17 2009

SHIP TO

DIVISION OF PUBLIC TRANSIT
 BUILDING 5, ROOM 906
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0432 304-558-0428

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/13/2009				

BID OPENING DATE: **01/29/2009** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		952-90		
<p>DRUG & ALCOHOL MONITORING & TRAINING SERVICES</p> <p>OPEN-END CONTRACT TO PROVIDE DRUG AND ALCOHOL MONITORING & TRAINING SERVICES FOR THE WEST VIRGINIA DIVISION OF PUBLIC TRANSIT, PER THE SPECIFICATIONS.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p>						

RECEIVED

2009 FEB -3 A 9:50

**PURCHASING DIVISION
 STATE OF WV**

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE TELEPHONE **937 299-5007** DATE **1/28/09**

TITLE **President** FEIN **31-1287821** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
5. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
15. **WEST VIRGINIA ALCOHOL & DRUG-FREE WORKPLACE ACT:** If this Contract constitutes a public improvement construction contract as set forth in Article 1D, Chapter 21 of the West Virginia Code ("The West Virginia Alcohol and Drug-Free Workplace Act"), then the following language shall hereby become part of this Contract: "The contractor and its subcontractors shall implement and maintain a written drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act, as set forth in Article 1D, Chapter 21 of the West Virginia Code. The contractor and its subcontractors shall provide a sworn statement in writing, under the penalties of perjury, that they maintain a valid drug-free work place policy in compliance with the West Virginia and Drug-Free Workplace Act. It is understood and agreed that this Contract shall be cancelled by the awarding authority if the Contractor: 1) Fails to implement its drug-free workplace policy; 2) Fails to provide information regarding implementation of the contractor's drug-free workplace policy at the request of the public authority; or 3) Provides to the public authority false information regarding the contractor's drug-free workplace policy."

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in case of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
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ADDRESS CORRESPONDENCE TO ATTENTION OF
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BIDDING

*128112315 937-299-5007
 RLS & ASSOCIATES INC
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 SUITE 545
 DAYTON OH 45439

SHIP TO

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 BUILDING 5, ROOM 906
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0432 304-558-0428

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/13/2009				

BID OPENING DATE: 01/29/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER ORDER.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE 937 299-5007	DATE 1/20/09
TITLE President	FAX 31-1287821	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
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 Charleston, WV 25305-0130

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 SUITE 545
 DAYTON OH 45439

SHIP TO

DIVISION OF PUBLIC TRANSIT
 BUILDING 5, ROOM 906
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0432 304-558-0428

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/13/2009				

BID OPENING DATE: 01/29/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
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SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
	937 299-5007	1/20/09
TITLE	FEN#	ADDRESS CHANGES TO BE NOTED ABOVE
President	31-1287821	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
PTR09021

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4

ADDRESS CORRESPONDENCE TO ATTENTION OF
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304-558-2544

PURCHASING

*128112315 937-299-5007
RLS & ASSOCIATES INC
3131 S DIXIE HWY
SUITE 545
DAYTON OH 45439

SHIPPING

DIVISION OF PUBLIC TRANSIT
BUILDING 5, ROOM 906
1900 KANAWHA BOULEVARD, EAST
CHARLESTON, WV
25305-0432 304-558-0428

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/13/2009				

BID OPENING DATE: **01/29/2009** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: ----- (937) 299-1055 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): Robbie Sarles -----						
***** THIS IS THE END OF RFQ PTR09021 ***** TOTAL:						\$45,740.00
						(Ref. addendum #1)

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE 937 299-5007	DATE 1/29/09
TITLE President	FEIN 31-1287821	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

WV PURCHASING AGENCY SECTION Fax 304-558-4115

Jan 28 2009 10:23am P001/003

**Request for
 Quotation**

RFQ NUMBER	PAGE
PTR09021	1

ADDRESS CORRESPONDENCE TO ATTENTION OF
JOHN ABBOTT 304-558-2544

*128112315 937-299-5007
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 DAYTON OH 45439

DIVISION OF PUBLIC TRANSIT
 BUILDING 5, ROOM 906
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0432 304-558-0428

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS		
01/28/2009						
BID OPENING DATE	02/05/2009		BID OPENING TIME 01:30PM			
LINE	QUANTITY	UNIT	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS	952-90			
ADDENDUM #01 THIS ADDENDUM IS ISSUED TO REVISE THE BID FORM FOR FOR VENDOR'S USE, AND EXTEND THE BID OPENING DATE TO 2/5/2009; 1:30 PM. REVISED BID OPENING DATE: 2/5/2009; 1:30 PM DRUG & ALCOHOL MONITORING & TRAINING SERVICES						
***** THIS IS THE END OF RFQ PTR09021 ***** TOTAL:						\$45,740.00

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>[Signature]</i>	(937) 299-5007	2/2/09
TITLE	FAX	ADDRESS CHANGES TO BE NOTED ABOVE
President	31-1287821	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

ADDENDUM NO. 1

BID FORM

Item No.	DESCRIPTION	Estimated Quantities		Cost Per Unit	Amount
2.1	INTRO LETTER	11	Each	\$5.00	\$55.00
2.2-A	UPDATE "GENERIC" SYSTEM POLICY AND CONDUCT FOLLOW-UP REVIEWS OF SYSTEM POLICIES	11	Task	\$100.00	\$1,100.00
2.2-B	NEW SYSTEM POLICY DEVELOPMENT	4	Each	\$150.00	\$600.00
2.3	NEW SYSTEM VENDOR SELECTION SERVICES/TRAINING/IMPLEMENTATION	4	Each	\$900.00	\$3,600.00
2.4-A	TRANSIT SYSTEM SITE VISITS	11	Each	\$900.00	\$9,900.00
2.4-B-1	VENDOR REVIEW	11	Each	\$5.00	\$55.00
2.4-B-2	MRO PHONE REVIEW	11	Each	\$25.00	\$275.00
2.4-B-3	MRO SITE REVIEW	11	Each	\$5.00	\$55.00
2.4-B-4	SAP PHONE REVIEW	11	Each	\$25.00	\$275.00
2.4-B-5	SAP SITE REVIEW	11	Each	\$5.00	\$55.00
2.4-B-6	BAT PHONE REVIEW	11	Each	\$25.00	\$275.00
2.4-B-7	BAT SITE REVIEW	11	Each	\$250.00	\$2,750.00
2.4-B-8	STT PHONE REVIEW	11	Each	\$5.00	\$55.00
2.4-B-9	STT SITE REVIEW	11	Each	\$5.00	\$55.00
2.4-B-10	COLLECTION FACILITY PHONE REVIEW	11	Each	\$25.00	\$275.00

Item No.	Description	Estimated Quantities		Cost Per Unit	Amount
2.4 - B-11	COLLECTION FACILITY SITE REVIEW	11	Each	\$250.00	\$2,750.00
2.4 - B-12	LABORATORY OVERSIGHT PHONE REVIEW	11	Each	\$5.00	\$55.00
2.4 - B-13	LABORATORY OVERSIGHT SITE VISIT	11	Each	\$5.00	\$55.00
2.4 - C-1	TPA/CONSORTIUM REVIEW SITE VISIT	11	Each	\$100.00	\$1,100.00
2.4 - C-2	TPA/CONSORTIUM OVERSIGHT PHONE REVIEW	11	Each	\$50.00	\$550.00
2.5	MUNICIPAL OVERSIGHT	1	Each	\$250.00	\$250.00
2.6	CERT CHECKLIST		Task	\$100.00	\$100.00
2.7	800# & E-MAIL ACCESS		Task	\$500.00	\$500.00
2.8	AUDIT ASSISTANCE	40 Hours	Hour	\$75.00	\$3,000.00
2.9 - A	Half-day Supervisory Awareness Training	4	Each	\$2,000.00	\$8,000.00
2.9 - B	Full-day D&A Regulation Training	4	Each	\$2,500.00	\$10,000.00

GRAND TOTAL BID (Add Lines 2.1 thru 2.9 -B) \$45,740.00



RLS CONSULTING SERVICES, INC. AFFIRMATIVE ACTION PLAN

Equal Employment Opportunity Policy

Potential employees of RLS & Associates, Inc. shall be recruited without regard to disability or handicap, age, race, color, creed, religion, sex or national origin. This organization maintains a complete open door employment policy. Any person who can present evidence of being qualified and able to pursue successfully the goals and objectives of the firm shall be considered for employment. It is the firm's policy that all areas of employment shall be open to individuals who can show appropriate credentials and experience without regard to disability or handicap, age, race, color, creed, sex, or national origin. Further, all activities of the firm, within and outside the organization, shall be on a non-discriminatory basis.

Advertisement

It is the policy of the firm's officers that this equal opportunity policy statement be made known to all present employees and all potential employees. A signed equal opportunity policy is displayed in a conspicuous location in the firm's office. All employment advertisements shall be placed in newspapers of general circulation and shall state that the firm is an "Equal Opportunity Employer."

Equal Employment Opportunity Coordinator

The President of the firm coordinates and directs all of the firm's equal opportunity efforts and is designated as the firm's Equal Employment Opportunity Coordinator.. Further, to assure non-discriminatory hiring, the Coordinator shall periodically review the performance of the firm's officers in hiring employees. The Coordinator is familiar with the equal employment policy of the firm and shall not discriminate because of disability or handicap, age, race, color, creed, religion, sex, or national origin in hiring.

Coordinator Duties

The duties of the Equal Employment Opportunity Coordinator shall include, but not be limited to, the following:

1. To be responsible for the development, implementation, and maintenance of procedures in accordance with the Equal Opportunity Policy;
2. To conduct periodic reviews of personnel action to insure that the firm's policy on Equal Opportunity is being adhered to;
3. To determine if there are any observable discriminatory practices in any of the firm's activities;
4. To report to the officers of the firm any violation of the policy described in this Affirmative Action Plan; and
5. To receive any grievance having to do with a civil rights complaint and forward it through the proper channels.

Recruiting Policies

Recruiting practices of RLS & Associates, Inc. are non-discriminatory and offer equal opportunities to all eligible and qualified applicants. Thus, recruiting policies of the firm include maintaining contact with the area technical education centers and state colleges and universities in the firm's efforts to keep all recruitment sources informed of any vacancies.

Minority Training Programs

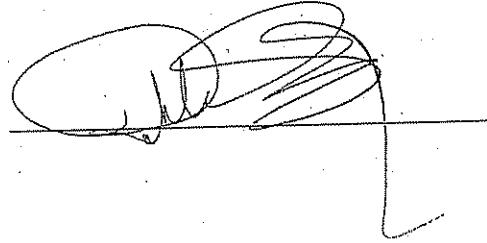
Although the firm does not generally participate in educational programs, minority as well as non-minority employees shall be encouraged to increase their skills to improve their opportunity for advancement. Self-improvement shall be a factor to be considered for reward by promotion as positions become available. Further, the firm shall participate in training programs to assist minority employees to become qualified for advancement, or prospective minority employees to secure positions with the firm, if the employee or prospective employee demonstrates adequate potential.

Assuring Non-Discriminatory Pay, Compensation, and Working Conditions

Rates of pay and fringe benefits shall be examined periodically on the basis of duties, responsibilities, and performance without discrimination.

By virtue of the Equal Employment Opportunity Policy and the above evidence and statement of practices of RLS & Associates, Inc. with regard to non-discriminatory principles, it may be further stated that the firm operates under an Affirmative Action Plan.

10/12/2007
Date

A handwritten signature in black ink, consisting of several overlapping loops and a long vertical stroke extending downwards from the right side of the signature.



WEST VIRGINIA
DEPARTMENT OF TRANSPORTATION
1900 Kanawha Boulevard East • Building Five • Room 109
Charleston, West Virginia 25305-0440 • 304/558-0444

Joe Manchin III
Governor

August 10, 2006

RECEIVED AUG 15 2006

Ms. Robbie L. Sarles
RLS & Associates, Inc.
3131 S. Dixie Highway, Suite 545
Dayton, Ohio 45439

Dear Ms. Sarles:

West Virginia Department of Transportation
Division of Highways
Socially and Economically
Disadvantaged Business Certification

This is to inform you that the documents your firm submitted for recertification as a Socially and Economically Disadvantaged Business have been reviewed and approved. Your firm will continue to be listed in the West Virginia Department of Transportation, Division of Highways Contractor's Proposals as a firm certified under the provisions of 49 CFR Part 26.

This certification shall be valid until August 1, 2009 unless it is determined that the firm is no longer eligible to participate in the program. Prior to the date of expiration, a recertification form will be sent to you.

You are further advised that your certification as a DBE is subject to our review at any time during the effective period of this certification. Pursuant to the policy, we reserve the right to call for any and all relevant documentation, at any time, during the effective period of certification.

You should notify the Transportation EEO Division within 30 days of any changes in the information you have submitted.

Sincerely,

A handwritten signature in cursive script that reads "Drema L. Smith".

Drema L. Smith, Director
EEO Division

DLS:jw

BID FORM #1
Cost Proposal

For all work tasks as outlined in the proposal

Base Price: \$ 75.00 per hour
(Quote in whole dollars)

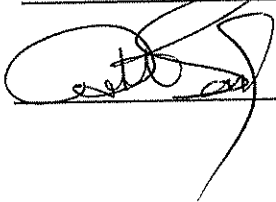
(Ref. Addendum #1)

Vendor Name: RLS & Associates, Inc.

Vendor Address: 3131 S. Dixie Highway, Suite 545

Dayton, OH 45439

Date: January 22, 2009

Signature:  _____

BID FORM #2

CERTIFICATION OF RESTRICTIONS ON LOBBYING

The undersigned [Vendor, Contractor] certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government Wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)]

3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. [Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Vendor, RLS & Assoc Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

1/22/2009

Date



Authorized Signature

President

Title

BID FORM #3**CERTIFICATION OF PRIMARY PARTICIPANT REGARDING
DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential contractor for a major third party contract),

RLS & Associates, Inc. (COMPANY NAME) certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statement, or receiving stolen property;
3. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

(If the primary participation (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify to any statements in this certification, the participant shall attach an explanation to his certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT),

RLS & Associates, Inc., CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTIONS 3801 ET SEQ. ARE APPLICABLE THERETO.


_____, President
Signature and Title of Authorized Official

BID FORM #4

RLS & Associates, Inc. hereby certifies that it IS or IS NOT (check the appropriate box) included on the U.S. Comptroller General's Consolidated List of Persons or Firms Currently Debarred for violations of Various Public Contracts Incorporating Labor Standards Provisions.

1/22/09

Date


Authorized Signature

President

Title

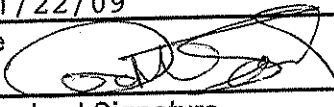
RLS & Associates, Inc.

Company Name

BID FORM #5

VENDOR'S CERTIFICATION OF UNDERSTANDING AND ACCEPTANCE

The Contractor hereby certifies that all Technical Specifications and Contract Terms and Conditions have been carefully reviewed, are fully understood and shall be adhered to in the performance and completion of any contract resulting from this bid.

1/22/09
Date

Authorized Signature
President
Title
RLS & Associates, Inc.
Company Name

BID FORM #6

ADDENDUM ACKNOWLEDGMENT

I hereby acknowledge receipt of the following checked addendum(s) and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum No.'s

No. 1 ✓

No. 2 _____

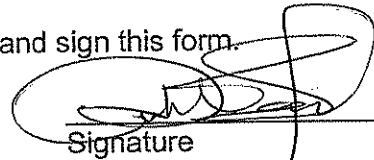
No. 3 _____

No. 4 _____

No. 5 _____

I understand that failure to confirm the receipt of the addendum(s) is cause for rejection of bids.

If no addendums are issued, please check this box and sign this form.



Signature

RLS & Associates, Inc.
Company

1/22/09
Date

VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with West Virginia Code, §5A-3-37. (Does not apply to construction contracts). West Virginia Code, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the West Virginia Code. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

- 1. Application is made for 2.5% resident vendor preference for the reason checked: Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or, Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or, Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. Application is made for 2.5% resident vendor preference for the reason checked: Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. Application is made for 2.5% resident vendor preference for the reason checked: Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. Application is made for 5% resident vendor preference for the reason checked: Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked: Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked: Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: RLS & Associates, Inc.

Signed: [Signature]

Date: 1/22/09

Title: President

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

VENDOR OWING A DEBT TO THE STATE:

West Virginia Code §5A-3-10a provides that: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

If this is a solicitation for a public improvement construction contract, the vendor, by its signature below, affirms that it has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code*. The vendor **must** make said affirmation with its bid submission. Further, public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code* and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the *West Virginia Code* may take place before their work on the public improvement is begun.

ANTITRUST:

In submitting a bid to any agency for the state of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the state of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the state of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the state of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership or person or entity submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.


LICENSING:

Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

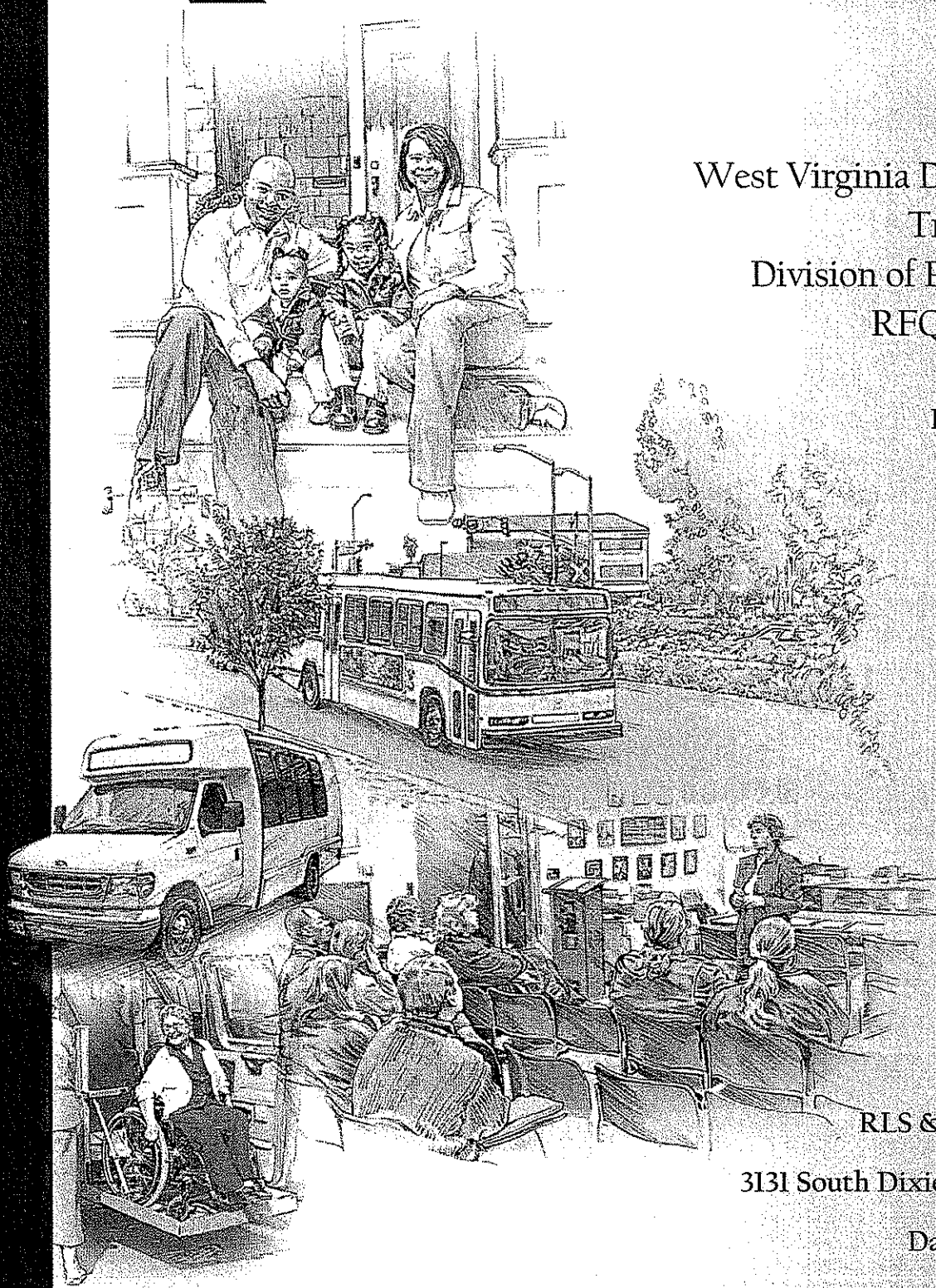
Vendor's Name: RLS & Associates, Inc.
Authorized Signature:  Date: 1/22/09



A Proposal to Provide Drug and Alcohol Compliance Monitoring and Training

Prepared for:
West Virginia Department of
Transportation
Division of Public Transit
REQ #PTR 09021

February 2, 2009



Prepared By:
RLS & Associates, Inc.

3131 South Dixie Drive Suite 545

Dayton, Ohio 4543



3131 South Dixie Hwy. | Suite 545 | Dayton, OH 45439

(937)299-5007 voice | (937)299-1055 facsimile | www.rlsandassoc.com

January 23, 2009

Mr. John Abbott
Division of Public Transit
West Virginia DOT
Building 5, Room 906
1900 Kanawha Blvd
East Charleston, WV 25305-0432

Dear Mr. Abbott:

RFQ-PTR 09021 SUBSTANCE ABUSE COMPLIANCE MONITORING AND SERVICES

RLS & Associates is pleased to submit our response to the WVDOT Division of Public Transit's (DPT) request for Substance Abuse Compliance Monitoring and Services.

RLS is a service-oriented firm that provides transportation management, operations consulting, and regulatory compliance assessments primarily to small urban and rural transit systems. RLS has performed compliance reviews, comprehensive operational analyses, short range planning, etc. for hundreds of transit systems throughout the nation.

In the area of drug and alcohol testing and compliance, RLS & Associates, Inc. has provided countless training sessions, compliance reviews, and program design throughout the United States since the FTA's issuance of its Drug and Alcohol Testing Regulations. This work has included drug and alcohol compliance programs for the Georgia DOT, Wisconsin DOT, Ohio DOT, North Carolina DOT, Illinois DOT, CALTRANS, Oregon DOT, Nevada DOT, West Virginia DOT, New Jersey Transit, Indiana DOT, and the Government of The Virgin Islands. Further, in addition to assisting transit systems with preparation for FTA audits, RLS has also helped transit systems take immediate corrective actions in response to audit findings achieve full compliance.

The firm's principal, Ms. Robbie Sarles, is one of the foremost experts on FTA's Drug and Alcohol Testing Regulations. Ms. Sarles authored the FTA Implementation Guidelines and is responsible for the publication of the FTA Drug and Alcohol Regulation Updates that are published quarterly. Ms. Sarles was also responsible for the creation of the FTA's Prescription and Over-the-Counter Medication Toolkit. She has conducted over 130 workshops/seminars over the last fourteen years with over 5,000 transit professionals in attendance. Ms. Sarles is our proposed principal-in-charge.

We also propose to include Mrs. Jennifer Creamer and Mrs. Jane Bogard as Investigators for this work effort. Mrs. Creamer has performed over 100 regulatory compliance assessments in West

Today's Solutions to Tomorrow's Transportation Needs

Dayton, OH Columbus, IN Raleigh, NC Wilmington, NC Chicago, IL

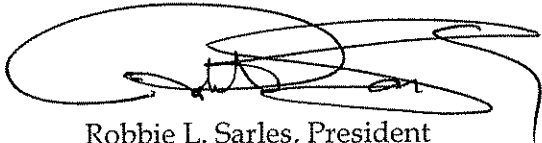
Virginia and throughout the nation. She will serve as the primary on-site investigator and lead contact for the DPT. She has worked with the West Virginia DPT in the past and is looking forward to working with them again. Mrs. Bogard has twenty plus years of transportation experience, has assisted several new start systems in Ohio with the development and implementation of FTA Drug and Alcohol Testing programs, and has conducted several drug and alcohol compliance assessments. She will serve as an investigator and provide technical support to the transit systems.

RLS is certified as a Disadvantaged Business Enterprise by the State of West Virginia. RLS certifies that the company is not on the Comptroller General's list of ineligible contractors and is an equal-opportunity employer.

Of considerable importance to this project is the firm's extensive background in providing consulting services to small urban and rural transit systems throughout the country and specifically in the State of West Virginia. Ms. Sarles and key staff members have extensive knowledge of transit system operating environments, and the management of drug and alcohol testing programs. Additionally, RLS has a keen understanding of the problems and opportunities in managing and conducting oversight of such programs.

RLS is enthusiastic about the opportunity to assist the West Virginia Division of Public Transit to review and modify drug and alcohol programs for DOT providers to assure and maintain Federal compliance. Should you have any questions regarding our submission or need any additional documentation, please contact me at your earliest convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "Robbie L. Sarles", with a large, sweeping flourish underneath.

Robbie L. Sarles, President



Today's Solutions for Tomorrow's Transportation Needs

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1. GENERAL INFORMATION, PURPOSE, AND QUALIFICATIONS

RLS & Associates, Inc. is one of the nation's foremost authorities on Federal Transit Administration (FTA) Drug and Alcohol Regulations. The firm provides training sessions, compliance reviews, and program design within this field for transit systems and DOTs across the country.

RLS, a woman-owned business enterprise established in September 1987 in the State of Ohio, specializes in providing consulting assistance to small, medium, and large public transit systems, federal and state departments of transportation, government agencies, and paratransit operators. RLS' professional staff provides expertise in a number of areas; one of RLS' premier areas of expertise is FTA drug and alcohol compliance management.



RLS has performed drug and alcohol regulatory compliance reviews for hundreds of transit systems throughout the country. Over the past 4 years, RLS has conducted drug and alcohol compliance monitoring for the following states: Oregon, California, Nevada, Georgia, Indiana, Ohio, West Virginia, New Jersey, and New Hampshire. RLS provides technical assistance, compliance assessments, training, and program monitoring and oversight to each of these states.

In addition, RLS has conducted training sessions, developed sample policies and procedures, and assisted in program formulation and implementation throughout the United States since the promulgation of the drug and alcohol testing regulations. In addition to the aforementioned states, RLS has also performed training and management services for the following State DOT's: Wisconsin DOT, Vermont DOT, North Carolina DOT, Illinois DOT, and the Government of The Virgin Islands.

RLS has also had multiple contracts with the FTA and continues to be under contract for a number of tasks. RLS currently produces FTA's quarterly newsletter on Drug & Alcohol regulations updates. Additionally, RLS provides technical assistance, concerning updates and revisions to the Federal Regulations and is currently conducting research regarding the impact of Rx/OTC medications on accidents and incidents in the transit industry.

1.1 EXPERIENCE, MANAGEMENT & TECHNICAL QUALIFICATIONS

1. Implementation Guidelines for Drug and Alcohol Regulations in Mass Transit Federal Transit Administration

FTA recipient: Federal Transit Administration

Contact Person: Jerry Powers

Phone Number: (202) 366-1080

Duration of Work: 12 Months

Completion: Satisfactory and on time

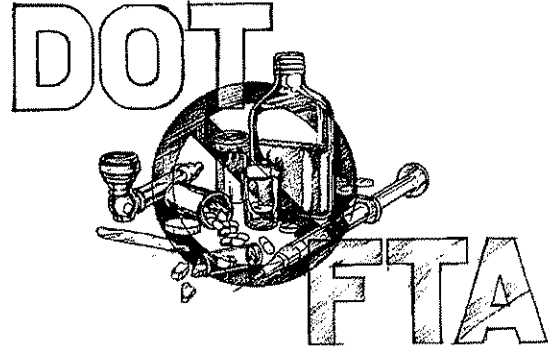
Description of work:

Co-authored the *FTA Implementation*

Guidelines. This manual was developed to provide a user-friendly summary of the FTA

drug and alcohol testing regulations. The

widely used manual has proven to be an effective management tool and resource for those establishing testing programs. RLS is currently under contract to update and revise the Implementation Guidelines to reflect regulatory changes in 49CFR Part 40 and the replacements of 49CFR Parts 653 and 654 with the new Part 655.



2. Best Practices Manual for Drug and Alcohol Regulations in Mass Transit Federal Transit Administration

FTA recipient: Federal Transit Administration

Contact Person: Jerry Powers

Phone Number: (202) 366-1080

Duration of Work: 4 Years

Completion: Satisfactory and on time

Description of work:

Technical reviewer and editor for the *FTA Best Practices Manuals*. This manual was developed to provide a user-friendly summary of the FTA drug and alcohol testing programs and procedures which have been identified as best practices in the transit industry.

3. FTA Prescription and Over-the Counter Medication Toolkit

FTA recipient: Federal Transit Administration

Contact Person: Jerry Powers

Phone Number: (202) 366-1080

Duration of Work: 3 Months

Completion: Satisfactory and on time

Description of work:

RLS and Associates Inc. surveyed 250 transit systems throughout the nation to determine the state of the art policies and procedures in effect for ensuring safety-sensitive employee fitness for duty in relation to the use of prescription and over-the-counter medication. RLS then compiled the information and developed model programs and training material for inclusion into the toolkit. This toolkit was distributed nationwide to over 3000 transit systems and contractors.

4. FTA Drug and Alcohol Regulation Newsletter

FTA recipient: Federal Transit Administration

Contact Person: Jerry Powers

Phone Number: (202) 366-1080

Duration of Work: Ongoing since 1998

Completion: Satisfactory and on time

Description of work:

RLS creates, produces, and distributes a nationally acclaimed quarterly newsletter to approximately 4,500 organizations affected by FTA Drug & Alcohol Regulations. Articles describe the various requirements of these rules, regulatory changes, FTA interpretations, and how to implement procedures to achieve compliance.

5. Drug and Alcohol Consortium Manual

State: Ohio Department of Transportation

Contact Person: Kim White

Phone Number: (614) 644-0301

Duration of Work: 6 Months

Completion: Satisfactory and on time

Description of work:

RLS & Associates, Inc. developed a Drug and Alcohol Consortia Manual for ODOT that was printed by FTA and distributed nationally. The manual details the methodology of forming a consortium and participating in a consortium in order to meet FTA drug and alcohol regulations.

6. West Virginia Division of Public Transportation Drug and Alcohol Compliance Audits and Technical Assistance

State: West Virginia Division of Public Transit

Contact Person: Cindy Fish

Phone Number: (304) 558-0428

Duration of Work: 3 Years

Completion: Satisfactory and on time

Description of work:

RLS & Associates conducted one-on-one drug and alcohol compliance reviews for every 5311 transit system in the state for a total of 14 transit systems. RLS spent one to two days on site at each system to evaluate the systems testing program, and policy. After each review, RLS provided WVDPT and the system with recommendations to meet compliance standards as necessary. RLS continued to work with the system until compliance standards are achieved. Summary reports are provided to WVDPT staff throughout the compliance review. In addition to compliance reviews, RLS provides technical assistance to WVDPT and their transit systems. RLS has established a toll free telephone number for WVDPT and their transit systems.

7. Oregon Department of Transportation 5311 Sub-Recipient Drug and Alcohol Compliance and Program Management

State: Oregon Department of Transportation

Contact Person: Jean Palmateer

Phone Number: (503) 986-4414



Duration of Work: Ongoing since 2006

Completion: Satisfactory and on time

Description of work:

RLS and Associates, Inc. (RLS) is currently assisting the Oregon Department of Transportation's (ODOT) Section 5311 sub-recipients in achieving compliance with the Federal Transit Administration's Drug and Alcohol Testing Regulations. RLS focused on the history of the sub-recipient drug and alcohol programs, policies, and oversight. On-site reviews were completed for all Section 5311 sub-recipients and applicable service agents. Upon completion of the on-site reviews, RLS provided a detailed report of compliance efforts to ODOT's Contract Manager. RLS provided each sub-recipient with the tools necessary to achieve compliance, along with instructions on how the system should proceed. RLS worked one-on-one with each system until regulatory compliance was achieved. RLS's project manager conducted regulatory compliance and reasonable suspicion trainings outlining the issues found during the on-site reviews. RLS provides regulatory updates and on-going technical assistance to ODOT and all subrecipients through email and toll free telephone access.

8. Nevada Department of Transportation Substance Abuse Monitoring

State: Nevada Department of Transportation

Contact Person: Barbara Eiche

Phone Number: (775) 888-7466

Duration of Work: Ongoing since 2008

Completion: Satisfactory and on time

Description of work:

The Nevada Department of Transportation is currently under contract with RLS to review and assess the level of drug and alcohol compliance of their Section 5311 Sub-recipients. RLS conducted 9 on-site visits to determine the level of compliance with the drug and alcohol testing regulations. Investigator followed up with each system to ensure proper understanding and implementation of the program. RLS provided regulatory overview and reasonable suspicion training to all recipients.

9. New Hampshire Department of Transportation Drug and Alcohol Compliance Reviews

State: New Hampshire Department of Transportation

Contact Person: Shelly Winters

Phone Number: (603) 271-2468

Duration of Work: 4 years

Completion: Satisfactory and on time

Description of work:

RLS conducted one-on-one drug and alcohol compliance reviews for every rural transit system in New Hampshire. RLS spends one day on site with each system to evaluate their testing program and policy. Subsequent service agent reviews were completed depending on the level of compliance and oversight the transit system demonstrated. After



each review, RLS provided the New Hampshire DOT with the recommendations to meet compliance standards as necessary. RLS continued to work with the systems providing guidance and technical support until all areas of non-compliance were addressed. RLS provided resource materials, sample forms, and a model policy to assist the systems with program development.

10. California Department of Transportation Drug and Alcohol Compliance Audits and Technical Assistance

State: California Department of Transportation

Contact Person: Paul Ravera

Phone Number: (916) 657-4657

Duration of Work: 2 years

Completion: Satisfactory and on time

Description of work:

RLS & Associates, Inc. completed on-site drug and alcohol compliance reviews for all California Department of Transportation Section 5311 subrecipients. Investigators traveled to transit system and completed one or two day on site reviews. RLS wrote and submitted compliance reports to the State of California and then to each subrecipient. The transit systems were given 60 days to reply to the report and address all areas of non-compliance. RLS provided technical support and training to subrecipients. Over the course of two years RLS ensured that nearly 90 section 5311 subrecipients met the requirements of the on-site review.

11. Georgia Drug and Alcohol Testing Program Training and On-Going Technical Assisting

State: Georgia Department of Transportation

Contact Person: Viktor Amaechi

Phone Number: (404) 651-9202

Duration of Work: Ongoing since 1996

Completion: Satisfactory and on time

Description of work:

RLS assisted the GADOT in the development of their state oversight program which included a full complement of technical assistance, training, and monitoring. The state offers annual refresher training for existing system managers and provides extensive introductory training for new system managers. Additionally, reasonable suspicion training is provided annually. RLS also assisted in the development of a Request for Proposal for a Third Party Administrator to provide the testing services for systems throughout the state. RLS provides a 1-800 number for the Georgia systems to call anytime they have questions or need guidance on a compliance topic. RLS also developed a detailed checklist that was used to ascertain the compliance of each system, which then served as a baseline. Annual updates are required along with the systems' MIS reports. RLS assessed these checklists and revised the policies for over 70 transit systems.

12. Indiana Department of Transportation Rural Technical Assistance Program

State: Indiana Department of Transportation

Contact Person: James English

Phone Number: (317) 232-1483

Duration of Work: Ongoing since 2005



Completion: Satisfactory and on time

Description of work:

The purpose of the Indiana Department of Transportation's RTAP project is to aid Indiana's non urbanized public transit systems in providing safe and effective service, making more efficient use of public and private resources, addressing drug and alcohol compliance issues, and in complying with the federal regulations and requirements. Technical assistance and training provided through the Indiana Rural Technical Assistance Program (RTAP) is also provided to aid with the drug and alcohol program to address additional concerns as they become apparent. The technical assistance is provided with the intent to establish, maintain, and improve levels of efficiency, effectiveness, and overall performance. RLS maintains the RTAP website and provides a 1-800 number for technical assistance.

13. Michigan DOT Substance Abuse Management Training

State: Michigan Department of Transportation

Contact Person: Barbara Wickerham

Phone Number: (517) 335-2583

Duration of Work: Ongoing since 2007

Completion: Satisfactory and on time

Description of work:

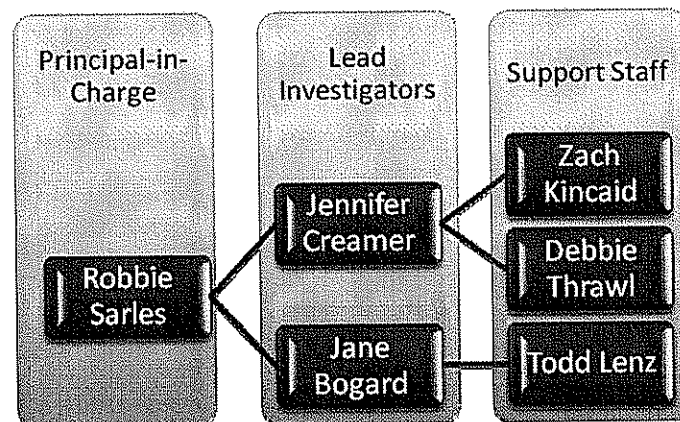
RLS is under contract to the Michigan Department of Transportation to provide substance abuse management training to transportation operators throughout the state. RLS has performed two day trainings throughout the state. The trainings focus on regulatory updates, service agent oversight, policy compliance, record keeping best practices, Prescription and Over-the-Counter (Rx/OTC) medications, reasonable suspicion determinations, testing categories, and post accident procedures. RLS also compared the FMCSA and FTA regulations, outlining the similarities and differences in the regulations.



1.2 STAFF QUALIFICATIONS

RLS is a woman owned business and is a certified DBE in the State of West Virginia. Documentation of the DBE status is provided in the bid form section. RLS proposes to complete 100% of the work in house; no sub-contractors will be used.

Following is a brief description of the key project staff and management. The full resumes of the key staff can be found in the resumes section of this proposal. As president and owner of RLS & Associates, Inc., Ms. Robbie Sarles will serve in the role as principal-in-charge for the project. She will maintain control over all project staff assigned to the project. Mrs. Jennifer Creamer will serve as the lead investigator responsible for project management, site visits, and progress reporting. Ms. Jane Bogard will serve as an investigator and assist with site visits and provide technical support. RLS support staff will assist with report development and distribution.



Robbie Sarles, President

Ms. Robbie L. Sarles is the President and founder of RLS & Associates, Inc. and has been providing technical assistance and support to the transit industry for over 30 years. During her career, she has worked in both the public and private sectors of the industry, achieving considerable expertise in the areas of anti-drug programs, mobility management, service and performance analysis, route and schedule design, human service and public transit coordination and planning, regulatory compliance on a variety of Federal regulations, including Title VI and Americans with Disabilities Act (ADA) compliance, maintenance recordkeeping, drug and alcohol testing programs, safety and risk management, innovative services, and all aspects of operations.

Ms. Sarles has provided consulting assistance to state departments of transportation, local governments, and rural, small urban, and human services transportation systems, both across the country and internationally. She is also a nationally recognized trainer, having conducted over 900 workshops on topics such as FTA drug and alcohol testing programs, Americans with Disabilities Act, human service coordination, financial management, risk management, service pricing and contract rate establishment, contracting with the private sector, service planning, vehicle selection, accident investigation, management and productivity skills, HIPAA, customer service, safety and security, and emergency response. Her training success is attributed to her ability to communicate complex concepts in a clear and understandable manner.

Ms. Sarles has also developed significant expertise in regulatory compliance issues, specializing in the assessment of complex regulations to ascertain their implications for small urban and rural transit systems. She effectively communicates the requirements in a positive manner – sharing compliance solutions that are realistic and achievable in small urban and rural environments. Ms. Sarles is a nationally recognized expert in the FTA’s Drug and Alcohol Testing Regulations. She oversees statewide drug and alcohol testing regulatory compliance assessments for California, Oregon, Georgia, Indiana, Nevada, and West Virginia. She maintains a close working relationship with officials at the Federal Transit Administration and other



industry experts that can provide additional insight and clarification on regulatory compliance issues. Ms. Sarles developed a model Fitness for Duty Policy that addresses prescription and over-the-counter medication use. She is also leading a project for the FTA to survey transit systems across the country concerning Prescription and Over-the-Counter (Rx/OTC) medications and their involvement in transit accidents and incidents. As part of this project Ms. Sarles is reviewing National Transit Database statistics as well as data from other transportation industries, including the FMCSA’s Truck Causation Study. Once the survey and research analysis is completed, recommendations will be developed for the FTA addressing any policy changes needed as they relate to Rx/OTC issues. The Rx/OTC Toolkit will also be updated.

Ms. Sarles has conducted numerous compliance reviews in Indiana, Illinois, Ohio, Wisconsin, Maryland, and North Carolina, and has assisted several states in establishing their compliance audit policies and procedures. Ms. Sarles is under contract to provide technical assistance to a number of clients covering a wide array of projects and topics, including the States of Indiana, Illinois, and Ohio. She is also the principal-in-charge and a lead contributor to Section 5311 regulatory compliance reviews within the State of Illinois, and she has provided technical assistance to the Departments of Transportation in Maryland, Tennessee, Virginia, West Virginia, Georgia, Oregon, California, North Carolina, and New Hampshire. Additionally, Ms. Sarles has conducted several transportation development plans, management performance reviews, needs assessments, and regulatory compliance reviews for a large number of transit systems. She is familiar with all aspects of public transportation services, including operations, management, personnel, budgets, administration, financial management, planning, recordkeeping, and service monitoring.

Ms. Sarles received a Master’s of Science in Civil Engineering and a Master’s of City and Regional Planning from the Ohio State University in 1981. Her Bachelor of Science was received from Western Kentucky University.

Jennifer Creamer, Associate

Mrs. Creamer has extensive experience in regulatory drug and alcohol compliance assessment. Mrs. Creamer has reviewed the FTA drug and alcohol programs for well over 100 systems throughout the nation. Mrs. Creamer has assisted several systems in gaining regulatory compliance in Indiana, West Virginia, Nevada, California, Oregon, Ohio, and Georgia by performing reviews, developing customized documentation and record keeping procedures, providing the systems with resource material, assisting in the revisions and development of a compliant policy, and providing ongoing technical support and updates to the systems. In addition, Mrs. Creamer has developed drug and alcohol training programs and developed personalized implementation programs.

Mrs. Creamer also has expertise in rural and specialized transit system operations, with a focus on fleet management and regulatory compliance implementation. She has designed and implemented questionnaires and need assessments for Section 5311 sub-recipients and has facilitated workshops focused towards technological changes in transit and motor vehicles. She revised, updated, and developed a uniform set of specifications for the six vehicle types used for the Ohio Department of Transportation's (ODOT's) term contract solicitation for the Section 5311 and 5310 programs. Mrs. Creamer developed preventive maintenance programs for Indiana Department of Transportation (INDOT) and ODOT and conducted a preventive maintenance training workshop for the State of Ohio.

Mrs. Creamer has managed on site data collection projects for the Stark Area Regional Transit Authority, People Mover, in Anchorage Alaska, and the Cleveland Clinic. She processed information for on-off counts, wait times, and passenger surveys and wrote reports accordingly. She also assisted in the development of several coordination plans in Ohio, New York, and Indiana, including, researching area demographics, interviewing key stakeholders, facilitating focus groups, and development of final plans. Mrs. Creamer has also facilitated stakeholder meetings and interviewed current and potential clients of transportation systems for the development of transportation development plans in several areas.

Mrs. Creamer has conducted Title VI verification of level and quality of services analysis in Dayton, Ohio and for the State of New Hampshire where she conducted surveys; reviewed demographic statistics; interviewed stakeholders; reviewed programs and policies; and analyzed service area and route structures. Reports were written and submitted to appropriate governing boards.

Jane Bogard, Associate

Ms. Bogard brings over ten years of operational experience to the RLS & Associates team. Ms. Bogard's primary role for RLS & Associates is serving as the rural transit circuit rider for the Ohio Department of Transportation. She provides technical assistance to the state's new rural transit public transit providers to ensure smooth transition and implementation of transportation services and compliance with State and Federal requirements.

Ms. Bogard is very knowledgeable with the FTA drug and alcohol testing regulations and its requirements. She assisted nine new start systems with establishing drug and alcohol testing programs to meet FTA requirements and which was required to be in place and approved prior to service implementation. Ms. Bogard has participated as a team member for Ohio Drug and Alcohol



audits and attended numerous trainings, including Reasonable Suspicion, MIS reporting, Drug and Alcohol regulation updates, and collection site requirements.

In her other Circuit Rider responsibilities, Ms. Bogard assesses the public transit system, develops an action plan, identifies necessary corrective actions, develops timelines for implementation, works with the system through at least the early stages of implementation, and provides follow-up assistance and guidance, as needed. All of this is performed in close coordination and cooperation with both the transit system staff and the ODOT staff. Her regular monthly status reports allow ODOT to remain informed while allowing them to direct their limited staff resources to the appropriate areas.

The Circuit Rider has also provided ODOT with an invaluable source of information on areas and topics on which to focus training and staff development.

Ms. Bogard uses her expertise with successful budgeting, policy making, employee training, and non-profit organizational structures to assist new start rural transit systems as they become strong, self-sustaining organizations. Her "hands-on" approach to educating and developing the new start systems has proven effective with a multitude of unique organizations because of her thorough familiarity with policies and procedures applicable to Ohio's rural transit programs.

With several established systems losing experienced management at the highest level, Ms. Bogard is able to provide on-site technical assistance to the new administrator. This includes review of compliance, scheduling techniques, reports, and communicating ODOT's philosophy on key issues. The on-site visits allow first hand observation of operations, which has revealed problems not found during other reviews.

Ms. Bogard has also conducted several quality assurance reviews of Ohio's Coordination Projects. One review revealed that a project was in a serious financial situation. Ms. Bogard's review of contract rates, expenditures and additional funding sources provided the project with recommendations to improve its financial stability.

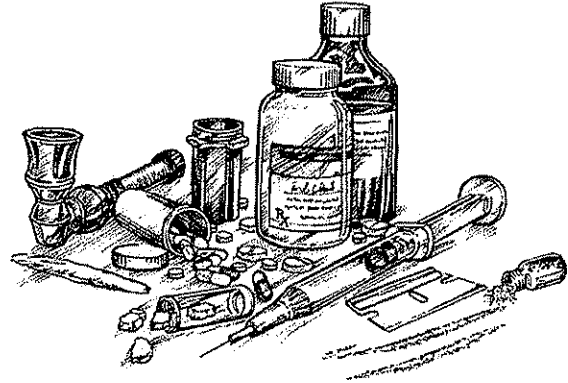
Ms. Bogard has conducted compliance reviews for the State of Indiana and reviews and evaluations of public transit systems in North Carolina. Ms. Bogard has assisted with service evaluations in New York which included development of drivers' manifests. She is currently assessing the safety program and developing a driver's safety manual for the Cleveland Clinic shuttle in Cleveland, Ohio.

2. PROJECT SCOPE AND OBJECTIVES

RLS & Associates, Inc. will conduct a series of tasks as specified below. Efforts will be directed toward assisting the State of West Virginia Department of Transportation (WVDOT) transit system operators in achieving compliance with the Federal Transit Administration's Drug and Alcohol Regulations.

The RLS investigator will perform drug and alcohol compliance reviews for each of the transit system operators. On-site reviews will be scheduled and implemented with oversight by the WVDOT Division of Public Transit (DPT) representatives. The investigator will travel to each transit system location and perform a drug

and alcohol program manager review, as well as a records management review. RLS will focus on the current status of the transit system drug and alcohol program, policies, and program oversight. In conjunction with the transit system operator reviews, RLS will review the service agents used to administer the program. RLS will provide a detailed report of the compliance issues to the DPT for review. In addition, RLS will provide each transit system with the tools necessary to achieve compliance, along with instructions on how each system should proceed. At the request of the transit system and/or DPT, RLS will provide electronic copies of model policies, forms, tools, guidelines, and any other materials needed for compliance.



2.1 PREPARE INTRODUCTION LETTER

RLS will create an informational letter for each of the transit system operators. The DPT will provide the names, addresses, and phone numbers of the transit system operators that are to be reviewed. RLS will submit the letter to the DPT for approval. This letter will include the following information:

1. RLS background, experience, and qualifications;
2. Purpose of the review;
3. Time frame for the conduct and completion of the review;
4. Request the name, address, and phone number of applicable vendors and consortiums/third party administrators used by the transit system and inquire as to the extent of services provided by each; and
5. Request a description of each transit system's oversight process and, for the contact person responsible for oversight, his or her name, address, and phone number.

RLS will survey all transit systems as part of the introduction letter to determine if they are receiving the quarterly *FTA Drug and Alcohol Regulations Updates*. If any systems are not receiving the updates, RLS will see that those systems are added to the mailing list as well as receive the missing issues. RLS will also survey all transit systems to ensure they are updated on all recent

changes to the regulations. If those reports have not been received, RLS will ensure they receive copies.

2.2 TRANSIT SYSTEM DRUG AND ALCOHOL POLICY

RLS is thoroughly familiar with policy reviews, the regulatory requirements, and FTA/auditor expectations. RLS has reviewed hundreds of policies and has instructed many transit system managers on how to formulate a compliant policy. RLS will ensure that the State's existing "generic" policy remains current with any changes to the regulations. RLS will also conduct reviews of each system's policy to ensure that the document is compliant. RLS will prepare a draft report for the DPT and each transit system that details the findings, overall status of each policy, and describes a solution to obtain compliance.

RLS will assist any new transit system/grantee with policy development, review, and implementation. RLS will utilize the "Policy Review and Communication Questionnaire" to ensure compliance with the regulations. RLS will work with each system until the policy is compliant with the FTA drug and alcohol testing regulations.

2.3 NEW TRANSIT SYSTEM/GRANTEE DRUG AND ALCOHOL VENDOR SERVICES

In the event of a new start transit system, RLS will precisely and efficiently assist in the development, review, implementation, and training of the system on the drug and alcohol program. RLS will provide the system with the tools, materials, and knowledge necessary to create and maintain a successful, compliant drug and alcohol program. RLS will assist each new start system in identifying and evaluating vendor services in the transit system's local area. RLS will not act as a TPA, nor have any financial relationship with any vendor identified and evaluated. RLS will provide each new system with personalized training and information about employee awareness.

RLS will provide the DPT with the necessary documentation required to ensure drug and alcohol regulatory compliance. RLS will be available to provide additional technical assistance to the new system throughout the contract period.

2.4 TRANSIT SYSTEM OPERATOR SITE VISITS

RLS will conduct site visits at the transit system locations to ensure drug and alcohol testing regulations, policies, and procedures are being followed. RLS will work with DPT staff to schedule the transit system site reviews. Giving consideration to the geographic locations of the transit systems to ensure that the reviews are conducted as efficiently as possible, RLS will schedule a number of transit systems for review during the same week, anticipating one transit system per day.

The FTA approved program management questionnaires will be used when interviewing transit systems, subcontractors, vendors, and consortiums/third party administrators. All questionnaires are set up in a standard format, intended to maintain uniform and well constructed information. The investigator will conduct the site visits in the least intrusive manner possible, keeping in mind that they have limited resources and limited time. RLS will conduct the reviews as a conversation, using the questionnaires as a point of reference to ensure that all topic areas are covered. At the



end of each site visit RLS will review the findings and discuss methods for correcting the areas of non-compliance.

RLS will prepare a written report of any findings and deficiencies for each of the transit systems and submit the report to the DPT. This report shall include the transit system name, the subcontractor or vendor reviewed, the name of the staff persons contacted, phone number, and date and time of the contact.

Communications shall take place between the investigator and the transit system to ensure there is a complete

understanding of the issues at

hand. In addition, to a report, transit systems will be provided with tools and materials to be used as a guideline for continued compliance. RLS will verify appropriateness of all comments and recommendations with DPT before proceeding.



RLS will also review the transit systems' oversight of all vendors, including MRO's, SAP's, BAT's, STT's, collection sites, and laboratories. In addition, RLS will conduct reviews of the vendors on behalf of the transit system. The investigator will visit at least one collection facility and BAT for each transit system or contractor. Visits will include a "mock collection" and interview with the corresponding technician to determine compliance with 49 CFR Part 40. RLS will also review the MRO's and SAP's drug and alcohol compliance. These reviews will be conducted via telephone or in person depending on the vendor's location and the DPT approval. All interviews will be in similar formats and approved by the DPT.

RLS will provide each transit system and the DPT with a report outlining any findings and deficiencies discovered with any of the vendors. The report will include the transit system name, the subcontractor or vendor reviewed the name of the staff persons contacted, phone numbers, and the date and time of the review. RLS will submit the report the DPT for approval. RLS will ensure transit systems work with their vendors to correct deficiencies and notify the DPT when such corrections are complete.

In a case where the transit system uses a consortium/third party administrator (C/TPA) to provide drug and alcohol testing services of any kind, RLS shall use the information obtained from the introductory letter required under Task 2.1 to determine the extent of service provided to the transit system by the C/TPA. Once the extent of services has been determined, RLS will complete an interview and questionnaire for each of them, using the C/TPA questionnaire during the interviews. RLS will prepare a written report for each interview outlining any regulatory findings with the management of the drug and alcohol testing services. Each report will outline the strengths and deficiencies of the C/TPA. The report will include all required information. RLS will follow up to ensure that the transit systems work with vendors to correct any deficiencies found and notify the DPT when such corrections are complete.

2.5 MUNICIPAL SPONSOR OVERSIGHT OF THIRD PARTY OPERATORS (IF APPLICABLE)

RLS will review the policies and procedures of all third party operators and the Municipal oversight of those operators. RLS will take the same approach for both the transit system and for the third party operators. RLS will also ensure that the municipality is overseeing the drug and alcohol testing procedures and policies of the third party operator. While on-site with the different agencies, RLS will conduct interviews with the responsible personnel, assess records management and storage, and evaluate the security of the records. RLS will provide each transit system and the DPT with a report that details strengths and deficiencies, if any, that need to be corrected.

The report will include all required information and will be sent to the DPT for approval. RLS will ensure any deficiencies found are corrected and notify the DPT when such corrections are complete.

2.6 DRUG & ALCOHOL CERTIFICATION CHECKLIST

RLS will develop a detailed drug and alcohol program certification checklist that meets the requirements of 49 CFR Part 655 and Part 40, as amended. This checklist will provide the DPT with an enhanced oversight tool to indicate that each transit system's drug and alcohol testing policies are being kept up to date and implemented according to the regulations. The DPT staff will use this checklist when performing routine transit system site visits. The format of the checklist will be submitted to the DPT for approval.

2.7 "800" TELEPHONE NUMBER & EMAIL ACCESS

RLS currently provides and will continue to provide a toll free 800 number and email access for WV DOT transit systems. These services provide a quick and easy alternative for transit systems to receive answers to any questions they might have during day-to-day administration of their drug and alcohol program. This has proven to be an effective method of resolving issues before they become problems. RLS will provide a response to the caller within 24 hours. A log will be maintained and a briefing sent to the DPT on a semi-annual basis detailing the questions and resolutions.

2.8 DRUG & ALCOHOL COMPLIANCE AUDIT

RLS will assist the DPT in the event of an FTA Section 5311 Drug and Alcohol Testing Program Compliance Audit or in other administrative or legal matters concerning state oversight of FTA's drug and alcohol testing regulations. RLS will perform an on-site pre-audit review of the transit systems' drug and alcohol policies and procedures. The investigator will then assist the DPT and the transit systems with resolving any noted areas of non-compliance. RLS will also assist in obtaining and providing the necessary documentation required by the FTA. RLS will assist the DPT and the transit systems with resolving any audit findings and responding to the FTA.

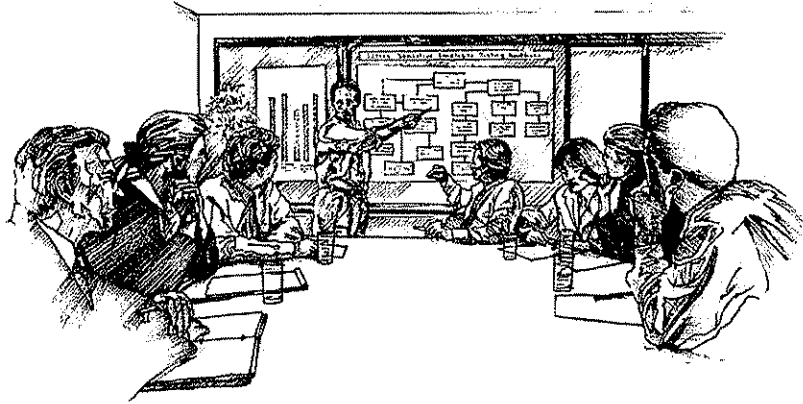
RLS will also provide ongoing miscellaneous drug and alcohol compliance technical assistance to the DPT and to the transit systems, as needed.



2.9 DRUG AND ALCOHOL TRAINING SESSIONS

RLS will conduct up to four, half-day supervisory awareness training sessions for those employees authorized to make reasonable suspicion determinations, as requested by the DPT. The DPT and transit systems will have access to the most current and up-to-date training materials available. Trainings will be scheduled and delivered at the request of the DPT.

RLS will also conduct up to four, full-day trainings on the drug and alcohol testing regulations. Prior to the trainings, a report will be presented to the DPT which will act as an overview of the State's drug and alcohol program needs. Emphasis shall be placed on the specific areas and subjects that are



unique to West Virginia's needs. After approval, the trainer will develop the training program. RLS has the ability to quickly and comprehensively develop training for any drug and alcohol subject area and, at the request of the DPT, can deliver such trainings in a timely manner. In addition to the specific findings and regulations, training sessions will focus on the following:

1. Summarization of the significant interpretations of 49 CFR Part 655 and Part 40, as amended.
2. Identification of best practices in implementing drug and alcohol regulations used by operators, consultants, and C/TPA's.
3. Suggestions of additional actions to be taken by transit systems to reduce the cost of regulatory compliance, while maintaining a safe environment.
4. Updates and new regulation interpretations or regulation changes.
5. New system and grantee education on the drug and alcohol regulations.
6. Risks associated with Prescription and Over-the-Counter (Rx/OTC) medications.
7. Additional subjects as requested by the DPT.

RLS will be responsible for providing any and all handouts, copies of the presentations, and other training materials to the attendees unless otherwise confirmed with the DPT.

3. STAFF RESUMES

Staff Resumes

ROBBIE SARLES

Education

M.S., Transportation Engineering, The Ohio State University
M.S., City and Regional Planning, The Ohio State University
B.S., Geography and Psychology, Western Kentucky University

Professional Experience

For over thirty years, Ms. Sarles has worked in the public transportation field in both the public and private sectors. For more than two decades, she has provided transportation management consulting service to public transit systems, paratransit systems, government agencies, and the private sector. Ms. Sarles is a nationally recognized expert and trainer in the Federal Transit Administration's (FTA's) Drug and Alcohol Regulations. Ms. Sarles also has a well respected reputation in a number of areas including regulatory compliance, management performance analysis, innovative service design and development, the Americans with Disabilities Act requirements and compliance, mobility management, training, human service coordination, and all areas of operations. Her specific accomplishments are detailed below:

President

September 1987 to Present

RLS & Associates, Inc.

Technical Assistance

- Ms. Sarles has served as a primary contributor for the Ohio Department of Transportation's (ODOT's) "Technical Assistance Project" (OTAP, formerly OTEC) since the inception of this program. She has supported the ODOT staff in a number of areas, including:
 - In 2003 and 2004, assisting the ODOT Office of Transit staff with the development of the Public Transit Index (PTI) System. This system utilizes a variety of indicators to rate the level of service and performance of Ohio rural and urban transit systems. This project involved researching existing performance and service quantity/quality measurement systems used in the field of public transportation; selecting the appropriate indicators/measures for the Ohio PTI system which took advantage of existing data provided by transit systems to ODOT; collecting a significant amount of operating data from systems; and determining appropriate value ranges for each PIT indicator.
 - Working with the Statewide Transportation Coordination Task Force
 - Providing on-going technical assistance and training to ODOT staff and transit systems across the state in the implementation and compliance of the Federal Transit Administration's (FTA's) Drug and Alcohol Testing Regulations.



- Evaluating and providing input and recommendations to ODOT's transit assistance program criteria, evaluation methodologies, and funding distribution mechanisms, including the Ohio Elderly and Disabled Transit Fare Assistance Program, the Ohio Public Transportation Grant Program, the Specialized Transportation Program (Section 5310), the Section 5311 Program, the Section 5311(f) Needs Assessment, the Ohio Rideshare Program, and the Ohio Coordination Program.
- Providing ongoing technical assistance regarding regulatory compliance issues and ODOT's roles, responsibilities, and procedures for performing State management oversight. Areas of oversight include Section 5311 grants management, FTA drug and alcohol regulations, charter and private sector issues, ADA complimentary paratransit and equivalent service oversight, and Section 5309 funding program subrecipient oversight.
- Conducting dozens of management performance reviews including reviews of seven local rideshare agencies and reviews of dozens of Section 5311 systems.
- Conducting Service evaluations and developing transportation development plans for numerous systems including Seneca County, Huron County, Sandusky County, Wilmington, Lancaster, Marion Area Transit, LAKETRAN, Lima, Zanesville, Monroe County, Clermont County, and Chillicothe.
- Conducting operation planning and start-up assistance for the Mid-Ohio Transit Authority, Steubenville Regional Transit Authority, Scioto County, and Medina County.
- Authoring the "White Paper on Coordinating Transportation Services" which led to the nationally distributed and recognized "Handbook for Coordinating Transportation Services."
- Co-authoring the original and revised versions of the "Handbook for Coordinating Transportation Service" and "Guide for the Implementation of Coordinated Transportation Systems."
- Establishing Section 15 recordkeeping procedures for the Cities of Newark and Norwood.
- Co-authoring the "Drug and Alcohol Testing Consortium Manual."
- Serving as project director for the re-design and update of the "Rural Transit Manual."
- Providing on-going technical assistance and feasibility studies for several coordination projects including the Scioto County, Community Access of Transportation in Licking County, Erie County, Clermont County, Springfield, Ashtabula, Muskingum, and other coordinated systems throughout the state.
- Assisting in the development of various marketing and public relations materials including the development of a series of brochures: Public Transportation Guide, Accessing Ohio, and Rideshare Guide. Also provided oversight and input into the

development of the public transportation video and the Status of Transit annual reports.

- Conducting training and workshops on a wide variety of topics including the Americans with Disabilities Act, MAPS/PASS training, FTA drug and alcohol testing regulations and reasonable suspicion, rideshare, contract rate establishment, cost allocation, financial management guidelines, contracting with the private sector productivity and management skills, vehicle selection, establishment of 'fair' fares, coordination, service planning, contracts, governing board members, and user-side subsidy.
- Assisting ODOT staff in developing system oversight techniques for drug and alcohol testing program compliance.
- Providing oversight, direction, and support to the Ohio Circuit Rider in the provision of technical assistance to new start rural transit systems to ensure a smooth start-up and/or transition and implementation of transportation service and compliance with State and Federal requirements and regulations, including the development of the ODOT White Paper on Contracting Services and methods for developing fully allocated rate structures.
- Directly supervising transit development plans and service analyses for the City of Springfield Transit System, Stark Area Regional Transit Authority, Pike County, Carroll County, City of Lancaster, and Fayette County.
- Directing a fiscal responsibility analysis for the Allen County Regional Transit Authority, the development of a quarterly newsletter, risk management assessments for EORTA/OVRTA and the City of Parma, and the review and enhancement of the Office of Transit's TGIS grants management system.
- Coordinating the development of a compliance assessment methodology to be used to ensure that ODOT and grantees in urbanized areas that have been awarded Section 5309 funding are fully in compliance with all applicable Federal laws, statutes, and regulations concerning the expenditure of Federal funds.
- Conducting and/or providing oversight for Ohio Works First Plans in Lake, Licking, and Union Counties.

Other Ohio experience has included:

- Providing oversight for Coordinated Human Service-Public Transportation Plans for Seneca County, Holmes-Wayne-Tuscarawas Transportation System, Pike County, City of Lancaster, City of Sidney/Shelby County.
- Serving as the project manager on a project to develop an action plan for improved community transportation coordination in Columbus, Ohio. The work effort was guided by the Columbus Area Transportation Coordination Program and included an inventory of service providers and the preparation of a detailed implementation plan.



- Serving as a primary contributor to the coordination feasibility study for the human service transportation providers in Butler County, Ohio.
- Developing a system design and implementation strategy for a coordinated public transportation system in Sandusky, Ohio.

Other State DOT Experience

In addition to her accomplishments and responsibilities with the ODOT, Ms. Sarles has worked with several other DOTs in many different areas, including:

- Ms. Sarles is currently the project director for the Indiana Rural Transit Assistance Program. RLS provides staff support and technical assistance in training, FTA D/A compliance and implementation, and compliance reviews. In this capacity, RLS has designed a system oversight and compliance review process that provides the state with an assessment of the areas and extent of non-compliance of each of the Section 5311 systems. The effort was also designed to identify corrective actions at the local levels and to identify activities, training, or additional technical assistance efforts that could be made by the state. The effort included the development of a compliance checklist, field guide, and a two-volume manual that summarizes the Federal and State regulatory requirements for the Section 5311 systems. The two volumes are available on disk and are hyperlinked to allow easy reference between the regulatory summary and the source regulations. Compliance reviews have been conducted on each of the Section 5311 public transit systems in the state. In addition, Ms. Sarles was the Principal-in-Charge of the Indiana Statewide Coordination Plan project, where coordination plans to meet FTA requirements were conducted for every county and/or region in Indiana to comprise the Statewide Plan.
- Ms. Sarles was the project director for the Section 5311 compliance review project for the Illinois Department of Transportation (IDOT). This project included a management performance review of IDOT's Office of Public Transportation that resulted in recommendations for improved project management, oversight, and administration. The project also included compliance reviews on all the Section 5311 transit systems within the state. Ms. Sarles is currently the Principal-in-Charge of the project to provide staff support for the Illinois Department of Transportation of Transit for the continued conduct of regulatory compliance reviews of Illinois Section 5311 grantees and operators.
- Ms. Sarles served as the project director and primary contributor for several Transportation Development Plans (TDPs), Management Performance Reviews (MPRs), and special projects for the North Carolina Department of Transportation. TDPs have been performed for Apple Country Transportation System and Lincoln, Hoke, Anson, and Polk counties. Special projects included an assessment of barriers to Head Start participation in coordinated community transportation programs. This project has received national attention and was used as input into national and state policy-making. Ms. Sarles also served in a supervisory capacity on twelve other community transportation-planning efforts for the North Carolina DOT.
- Ms. Sarles was the project director for the technical assistance provided to the Tennessee Department of Transportation under subcontract to CGA Consulting Services, Inc. As part



of this project, Ms. Sarles has prepared innovative service plans, conducted training, and assisted in the development of a drug and alcohol testing consortium, including the procurement of vendors. She also developed a recordkeeping template with associated forms to assist the transit systems with their establishment of a comprehensive, self-sustaining recordkeeping system that meets the regulatory requirements.

- Ms. Sarles has provided technical assistance to the Wisconsin Department of Transportation for many years. Work efforts have included the performance of management performance reviews, service evaluations, and program development of review procedures. These efforts have been conducted for rural, small urban, and medium-sized fixed-route services, route deviation, demand responsive, and shared-ride taxis. Most recently, under subcontract Ms. Sarles has provided input and oversight to the development of the Wisconsin Statewide Coordination Plan.
- Ms. Sarles has developed a proven methodology for the conduct of successful, grantee-friendly performance reviews that has been used in many locations and environments. The process involves a low-key, non-threatening approach that includes initial data collection for a desktop review followed by an on-site visit. Field guides and checklists have been developed that when used as guides ensure the comprehensiveness of the review.

Coordination

Ms. Sarles developed the "White Paper for Coordinating Transportation Services" which was the forerunner to the nationally recognized ODOT Coordination Handbooks. To that end, Ms. Sarles served as the project director for the development of the initial and revised versions of "A Handbook for Coordinating Transportation Services" for the Ohio Department of Transportation. This two-volume publication has received national acclaim for its user-friendly format, pragmatic approach, and comprehensiveness. This manual has been extensively utilized by coordinated systems throughout the country and has served as a model for other state coordination technical assistance projects.

Ms. Sarles has been the primary contributor to numerous coordination feasibility projects for Ohio human service agencies. She has also facilitated the implementation of coordinated programs by providing on-going oversight, technical guidance, detailed implementation plans, cost allocation, pricing, and system funding strategies. She has also developed various manuals, white papers, and procedural outlines to aid systems throughout their coordination efforts.

Ms. Sarles was the project director and a primary contributor to the Head Start Coordination feasibility study conducted for the North Carolina Department of Transportation. This project, which was jointly funded by the U.S. Department of Health and Human Services, identified and assessed the nature of institutional, organization, and operational barriers to the Head Start program participation in coordinated community transportation programs. The project included operational analysis and a detailed cost allocation analysis that resulted in recommendations for institutional changes and a decision tree with associated cost model for use by local Head Start agencies.

Training

Ms. Sarles is one of two primary instructors for the presentation of the AASHTO Financial Management Guidelines course. The course has been presented in Pennsylvania, Ohio, Indiana, South Carolina, and Nebraska. The Guidelines were also presented to North Carolina Section 5311 and 5310 programs. Ms. Sarles covers topics including strategic planning, performance evaluation, budgeting, revenues, costs, reporting, and recordkeeping.

Ms. Sarles had developed and conducted training workshops on drug and alcohol testing program compliance for a number of different clients including the Transportation Safety Institute, transit associations, and state Departments of Transportation.

Over 100 workshops have been conducted since 1990, providing training to over 3,000 industry professionals. Her 2 and 3 day training courses on Substance Abuse Management have been included in the core curriculum offered by the Transportation Safety Institute. Ms. Sarles also developed an award-winning substance abuse awareness training program for the Florida Department of Transportation. Ms. Sarles has also conducted numerous reasonable-suspicion training courses.

Ms. Sarles served as a co-instructor for a workshop on the Fundamentals of Contracting. The course focused on key issues for successful contracting from the purchaser's perspective. Attendees learned why and when to contract services, who should be involved, how to apply evaluation criteria, advantages and disadvantages of various procurement methods, and what makes a good contract.

Ms. Sarles assisted in the conduct of a two-day training program on the topic of Risk Management that emphasized: the "Risk Management Process;" how to use the process to control risks and therefore costs; necessary safety procedures; how to determine insurance needs and purchase coverage; resolving perceived conflicts between ADA and risk management; and developing their own "Risk Management Plan." This course was offered twice in Pennsylvania through PennTRAIN.

Ms. Sarles has also served as an instructor for the PennTRAIN sponsored PASS or Productivity and Supervisory Skills seminar that was offered twice in Pennsylvania. The ultimate aim of the PASS course is to improve the effectiveness and efficiency of transit supervisors so that supervisors, employees, passengers, and the system as a whole benefit from increased productivity. The Management and Productivity Skills (MAPS) training was also offered twice in Pennsylvania for Pennsylvania grantees. This course is designed to work on the human element of management and how it reacts to the organizational environment. The MAPS and PASS classes were also presented to transit systems in Maryland through a subcontract with the University of Wisconsin-Milwaukee, and Ohio through the OTEC contract.

Ms. Sarles conducted a series of one-day training courses on the Americans with Disabilities Act regulatory requirements on social service agency transportation programs, coordinated transportation programs, and demand responsive public transit systems. The training stated clearly the requirements for equivalent service, regulatory jurisdiction, and policy, fare, and service implications.

Ms. Sarles has conducted several reasonable suspicion training courses for front-line supervisors from agencies of all sizes. Most recently, this training was provided for the Transit Authority of River City in Louisville, KY, the Georgia Department of Transportation, and the Ohio Department of Transportation.

Ms. Sarles has provided training on a number of additional topics including, but not limited to, the following:

- ◆ Human Service Coordination
- ◆ Americans with Disabilities Act - Complementary Paratransit Service Requirements
- ◆ Rural/Specialized Transit Manager Skills for Survival
- ◆ Service Planning
- ◆ Pricing Paratransit Service
- ◆ Role of the Governing Board
- ◆ Innovative Services and Market-Based Planning
- ◆ Planning Service Routes
- ◆ Risk Management
- ◆ Supervisory Skills for Transit Supervisors
- ◆ Management Skills for Transit Managers
- ◆ Employee Substance Abuse Awareness
- ◆ Supervisor Reasonable Suspicion
- ◆ Drug and Alcohol Testing Program Management
- ◆ Many Faces of Rideshare
- ◆ Cost Allocation and Contract Rate Structures
- ◆ Financial Management Guidelines

Americans with Disabilities Act (ADA)

Under contract with Battelle, Ms. Sarles reviewed Complementary Paratransit Plans for FTA's Region V. She was responsible for the compliance reviews of 63 transit systems. The purpose of the reviews was to ascertain compliance with the Americans with Disabilities Act requirements. Ms. Sarles has also provided assistance to several transit systems to assist them in reaching compliance on plans including the Utah Transit Authority and Milwaukee County Paratransit Services.

Ms. Sarles authored a "white paper" on the impact of the ADA on public/private vanpool services and conducted a series of workshops on the impact of these regulations on social service agency transportation, coordinated transportation services, and demand responsive public transit service.

Ms. Sarles provided technical assistance to the Lehigh and Northampton Transportation Authority (LANTA) in Allentown, Pennsylvania. Assistance was provided to the METRO Plus paratransit division on methods for reaching compliance with the Response Time requirements of the Americans with Disabilities Act (ADA) of 1990.

Ms. Sarles was the primary contributor to the service design and implementation strategy for the User-Choice complementary paratransit operation of the Indianapolis Public Transit Corporation. Ms. Sarles also assisted in the design modifications and establishment of an eligibility

determination process for the Muncie Public Transportation Corporation Silver Streak paratransit service.

Drug and Alcohol Testing Programs

Ms. Sarles was one of the co-authors of the *Implementation Guidelines* for the new Federal Transit Administration (FTA) drug and alcohol regulations. Ms. Sarles was also responsible for the development, and is currently the editor, of the *FTA Drug and Alcohol Regulation Updates* that are published quarterly. She has reviewed and provided input to various other FTA publications on the drug and alcohol testing programs.

Ms. Sarles created a drug and alcohol testing program recordkeeping template with associated forms for the Tennessee Department of Transportation. The template was designed to capture all the necessary information and documentation necessary to effectively demonstrate compliance and withstand challenge.

RLS & Associates, Inc. (RLS), in association with National Safety Alliance (NSA), provided expert services in the development and implementation of a compliant drug and alcohol testing program that met the needs of Vitrans and promoted a safe, drug- and alcohol-free work environment. RLS assessed the current state of the testing program, developed a comprehensive policy that reflected the Vitrans operating environment, developed administrative policies and procedures (including record keeping and reporting procedures), conducted employee and supervisor training, and evaluated current service vendors including EAP and SAP services. RLS also established an ongoing monitoring program designed to maintain program compliance, evaluate vendors, and keep the program up-to-date.

Ms. Sarles was the project manager for an FTA Substance Management and Program Compliance project for the Wisconsin Department of Transportation. This involves reviewing WISDOT's sub-recipient oversight policies for Section 5311 systems and providing technical assistance in setting compliant policies and procedures. Ms. Sarles will also provide on-site drug and alcohol management and Reasonable Suspicion training for the affected Section 5311 systems, as well as helping WISDOT set up a compliance monitoring program.

Ms. Sarles was the project manager for a thorough review of the MTA's drug and alcohol testing program. Following a series of high profile accidents where illegal and prescription drugs were found to be factors. The review included all aspects of the program including, policy, FTA Drug & Alcohol Audit Report, labor contract, disciplinary code, testing protocols - procedures, accident investigation reports, and other materials as appropriate. Ms. Sarles also conducted interviews with the Drug and Alcohol Program Manager, MTA staff, MRO/SAP and service agents.

Ms. Sarles is the project lead for a project assisting the Federal Transit Administration and the Volpe National Transportation System Center in the development and editing of the Drug and Alcohol Testing Program Best Practices Manual. This manual contains the best drug and alcohol program practices at transit systems throughout the country. The manual includes material from all sizes and types of transit systems, contractors and service agents (collection sites, MRO's, SAP's, TPA's). She has provided Volpe staff with technical assistance in identifying numerous examples of policies, training programs, program procedures, and forms from these exemplary Transit systems. This manual will be distributed nation-wide to transit systems, contractors and service agents as a supplement to the Drug and Alcohol Program Implementation Manual. As a result of



regulatory changes during the editing phase of the project, Ms. Sarles consulted with Volpe editors with clarifications of the new requirements of the revised 49CFR part 40.

Ms. Sarles identified problem areas and practices that were in violation of FTA regulations and were inconsistent with standard industry practice. Also identified were drug and alcohol policies and procedures that resulted in unnecessary risk. Subsequently, she recommended modifications to the existing policy, developed new policies and procedures for prescription and over-the-counter medications, enhanced the fitness for duty program and recommended major changes to the SAP referral treatment, return-to-duty and follow-up programs. The major emphasis of the work effort was to change the focus from a detox program to a rehabilitation program. RLS and Associates final report included the review findings, conclusions, and recommended a course of action for the MTA to enhance the effectiveness of their drug and alcohol program and operations safety.

Ms. Sarles also developed a policy compliance checklist and provided policy reviews for over 280 transit systems. In addition, Ms. Sarles assisted Departments of Transportation in Indiana, Illinois, Georgia, Ohio, and North Carolina with establishing a compliance review process and corresponding checklists for their small urban and rural transit systems. Technical assistance was also provided to the States of Tennessee and Wyoming in the formation of their respective statewide testing consortiums.

Ms. Sarles is the project manager and lead consultant for the implementation of drug and alcohol testing programs in Georgia. In this role, substance abuse management and reasonable suspicion training courses were provided for over 70 transit systems. In addition, a consortium was developed for procurement of testing services, individual system policies were reviewed, and a detailed compliance checklist was developed for each system. An on-going monitoring program was developed.

Substance abuse management and reasonable suspicion training courses have been conducted for over 40 states reaching several hundred transit systems and thousands of transit employees. The substance abuse management course was included as part of the core curriculum of the Transportation Safety Institute.

Ms. Sarles co-authored the *Drug and Alcohol Testing Consortium Manual* that was printed and distributed nationwide by FTA. This manual was designed to aid transit managers with their efforts to form or join an existing testing consortium. Practical examples are provided and the advantages and disadvantages of various models are distributed.

Ms. Sarles had the sole responsibility for the development of substance abuse awareness educational materials designed specifically for the use of small urban and rural transit managers. This award-winning program created by the Florida Department of Transportation, included detailed lesson plans, instructor manuals, employee handbooks, audiovisual aids, and a full complement of collateral materials.

Under subcontract to Battelle, Columbus Division, Ms. Sarles assisted in the development of a Statewide Drug-Free Transit Demonstration Programs for Ohio, Pennsylvania, and Virginia. She was a primary contributor to the development of a practical "How to" manuals that define step-by-step approaches for formulating and administering the anti-drug programs statewide. Ms. Sarles also took an active role in the training of system managers and front-line supervisors. She was also

responsible for providing on-going technical assistance to the small urban and rural transit properties throughout the State on an as-needed basis.

Long-Range Planning

Ms. Sarles was the project director and the primary contributor to the La Crosse, Wisconsin Long-Range Plan. This project included an inventory of existing services, needs assessment, and subsequent operating and capital needs. Recommendations were provided for both the fixed-route service and the human service transportation providers in the region. The recommended plan included the development of a coordinated transportation network that facilitated regional mobility.

Ms. Sarles assisted in the development of the transit element of the Erie County Long-Range Plan. The plan included the development of a transportation network with associated capital and operating needs projections. Ms. Sarles was part of the CGA Consulting project team that conducted the transit components of AccessOhio Phase II. Ms. Sarles assisted in the identification of the need for public transportation services in the forty Ohio counties without service. A prioritization of needs was developed based on survey results and projected ridership estimates. Statewide estimates of operating and capital costs were made and methods of traditional and innovative funding were presented.

Ms. Sarles aided in exploring the need for developing public transportation services in the forty Ohio counties currently without a public transit network. Two independent surveys were conducted: Local Officials and Transportation Providers. Recommendations on which counties' needs justify a public transportation program were made based upon survey results and projected ridership estimates.

Ms. Sarles assisted in determining the economic and social impacts of public transportation in Tennessee. Information was gathered directly from each of the urban systems in Tennessee in order to develop a database of information on the current level of transportation services provided as well as to provide an assessment of the benefits of transportation.

Transit Operations

Ms. Sarles provided technical assistance to several new start-up transit systems in Ohio through the OTEC project. This technical assistance is ongoing through the oversight and support of the Ohio Circuit Rider.

Ms. Sarles developed a system design and implementation strategy for a new coordinated public transportation system in Sandusky, Ohio.

Ms. Sarles provided technical assistance to a private operator that was initiating a 30-vehicle line haul public transit service in San Juan, Puerto Rico. Assisted with the development of standard operating procedures, runcuts, vehicle blocks, and relief schedules. In addition, assistance was provided with the system start-up and resolution of several administrative and operational difficulties during the initial stages of the operation.

Under subcontract to Multisystems, Inc., Ms. Sarles assisted in the planning, design, and implementation of the Lakeview Terrace Transportation System. This project, funded under an UMTA Entrepreneurial Grant, was designed to link an under-utilized labor pool located in an inner-city subsidized housing complex with the suburban job market. The transportation component of the project included a detailed management by objective strategy and all collateral materials necessary to begin operation of the service.

Safety

Ms. Sarles is currently the head consultant developing a Transit Bus Safety Course for the Federal Transit Administration (Transportation Safety Institute). This course incorporates research from the Transportation Research Board Project A-18 and will include best practices in prevention of passenger incidents and vehicle crashes, behavioral safety concepts, safety awareness and management safety audits, employee selection and training, and accident analysis.

Ms. Sarles assisted the David Ellis Agency, Inc. in its development of the revised Wisconsin *Bus Safety Manual* by authoring sections on the Americans with Disabilities Act, Bloodborne pathogens, and Drug and Alcohol Testing programs.

Ms. Sarles served as one of two instructors for a 3-day workshop on risk management. A mock safety audit was conducted. Participants were given the required tools to perform self risk management assessments and were given instructions on proactive risk management methodology.

Under subcontract to Ketrion, Inc., Ms. Sarles assisted in the performance of a safety management study for the Utah Transit Authority Risk Department. Ms. Sarles provided expertise in the areas of drug testing programs, employee recruitment and hiring, and driver incentive programs.

Facility Planning

Ms. Sarles, under subcontract to Coke Harpham, Inc. assisted in the performance of a transit maintenance facility needs assessment for the Warren County Transportation System in Ohio. A similar facility feasibility study was performed for the Bloomington Public Transit Corporation in Indiana.

Manager, Support Services

June 1986 - September 1987

Transportation Management Services, Inc., a Division of Multisystems

Responsible for supervising and assisting TMSI managers in the performance of specific systems analysis, including maintenance, scheduling, marketing, customer relations, service development, operations analysis, training, accounting, and Section 15 reporting. Served as project director on operations related consulting projects.

Completed projects include:

- Assisted in the initiation of the Specialized Transportation Assistance for Richmond (STAR) service for the Greater Richmond Transit Company; activities included the development of the system logo, design of the system brochure, oversight of the transition



activities, and preparation of the management by objective plan used to guide the service implementation.

- Oversaw the initiation, operations, and supervision of all aspects of the Tysons Shuttle (Fairfax County, Virginia) commuter service, Reston Internal Bus Service, Arlington Community Services Board specialized transportation program, Rocky Mount Transit System, and special needs transportation for the Northern Virginia Training Center. Responsibilities included, but were not limited to the following:
 - Overall supervision and administration of all employees
 - Design and implementation of operator training programs
 - Recruitment, hiring, and dismissal of employees as required
 - Implementation of preventive maintenance and repair programs
 - Implementation of fair, but firm disciplinary policies
 - Development of Employee Handbooks describing company policies and procedures
 - Oversight of field supervisors in their daily supervision of service
 - Management of drivers and treatment of operational problems
 - Preparation of accurate financial and statistical data for inclusion in Federal, State, and local reports
 - Development of runcuts and driver assignments
- Assisted in the completion of an evaluation of the Indianapolis Public Transportation Corporation's OPEN DOOR service for handicapped residents of Marion County including the preparation of an alternatives analysis and development of recommendations.
- Developed an operations plan for the expansion of the Fairfax County (VA) specialized transportation service from 53 vehicles to 120 vehicles.
- Assisted in the completion of the Wisconsin statewide transit maintenance study where the maintenance programs of all 19-transit systems in the state were evaluated.
- Assisted in an operational analysis of the O-Bahn Busway in Adelaide, South Australia.
- Assisted in the design of a wage and work conditions plan for a new consolidated transportation system in Waterloo, Iowa.
- Assisted in the design of a system map and customer information aids for the Montgomery County (MD) Ride-On System.
- Conducted a system management study of the City Bus Service of Springfield, Ohio; Transit Development Plans for the Janesville Transit System, Beloit Transit System, La Crosse Municipal Transit Utility and the Nash and Edgecombe Counties coordinated transportation system, and management performance review for the Polk County Transportation Authority in Tryon, NC and the Anson County Transportation Authority in Wadesboro, NC.
- Participated in a project to design, develop, and implement a coordinated transportation system for Lehigh and Northampton Counties in Pennsylvania.

Director, East Coast Consulting Services June 1983 - May 1986
National Transit Services, Inc.



- Project Director of all East Coast consulting efforts. Responsible for support services to NTS consulting clients and management properties in the areas of service analysis, service planning, route and schedule design, marketing/public information programs, preparation of written documents, and oral presentations. Projects included:
- Preparation of Transit Development Programs, service designs, and/or alternatives analyses for Beloit, WI; Chippewa Falls, WI; York, PA; Nashua, NH; St. Joseph, MO; Hammond, IN; Eau Claire, WI; Bedford, IN; and Keene, NH.
- Development of Section 15 financial and non-financial reporting procedures for Bloomington, IN; Nashua, NH; St. Joseph, MO; and Las Cruces, NM.
- Preparation of needs assessments and the development of specifications for microcomputer based management information systems for the Harrisonburg, VA Public Transportation Department and the Fairfax County, VA Human Services Transportation Branch.
- Assistance in the preparation of grants for the maintenance facility, shelters, and support vehicles for York, PA.
- Preparation of marketing plans including the design and implementation of complete marketing programs for York, PA; Bloomington, IN; Jacksonville, FL; Rome, GA; Petersburg, VA; St. Joseph, MO; Keene, NH; and Las Cruces, NM.
- Performance of fare analyses for York, PA and Nashua, NH .
- Preparation of schedules and detailed runcuts for York, PA; Beloit, WI; Nashua, NH; and Fairfax County, VA.
- Direction of start-up of new public transit services in Nashua, NH; Tri-County Industries, NC; Fairfax County, VA; and Las Cruces, NM.
- Provision of on-going management supervision to Bloomington, IN; York, PA; Tri-County Industries, NC; Nashua, NH; and Fairfax, VA.
- Developed specifications for heavy-duty public transit vehicles, supervised on-line rehabilitation, and new start bus inspections.

*Senior Service Analyst
Central Ohio Transit Authority*

December 1980 - May 1983

Initiated and supervised a series of comprehensive transit corridor studies to determine transit demand, route productivity and service developments. Specific activities included:

- Involvement in all aspects of service changes from conceptualization to implementation
- New service planning
- Service modification and streamlining
- Productivity analysis
- Travel market segmentation
- Transit demand modeling
- Citizen input and task force administration
- Coordination with local jurisdictions, commercial centers, agencies, etc.
- Park-and-ride, shelter and bus stop site location
- Promotion, media, and public relations
- Management of research personnel and projects



Selected Publications and Technical Reports

- "Implementation Guidelines for Drug and Alcohol Regulations in Mass Transit," Federal Transit Administration, April 1994.
- "A Handbook for Coordinating Transportation Services," Ohio Department of Transportation, October 1991, revised October 1997.
- "Drug and Alcohol Consortium Manual," Federal Transit Administration, December 1996.
- Bus Safety Manual for Wisconsin Urban Transit System, Wisconsin Department of Transportation, February 1999.
- "Public Transportation Substance Abuse Awareness Program: Employee Manual," Florida Department of Transportation, May 1991.
- "Public Transportation Substance Abuse Awareness Program: Instructor's Manual," Florida Department of Transportation, May 1991

JENNIFER CREAMER

EDUCATION

Associate of Mechanical Engineering, Sinclair Community College, Dayton, OH
Bachelors of Education and Human Resources, Wright State University, Dayton, OH

PROFESSIONAL EXPERIENCE

Associate
RLS and Associates, Inc.
Dayton, OH

August 2005 - Present

Mrs. Creamer's expertise is in rural and specialized transit system operations, with a primary focus in fleet management and regulatory compliance implementation. Her responsibilities and achievements include:

- Conducting over 100 drug and alcohol program compliance assessments throughout the nation.
- Serving as Project Manager for the 2008 Nevada Department of Transportation drug and alcohol compliance monitoring and technical assistance contract. Mrs. Creamer completed onsite drug and alcohol compliance reviews of all Section 5311 sub-recipients and applicable service agents. Mrs. Creamer also assisted sub-recipients with gaining FTA compliance, supplied supplemental resource materials and model policies as needed, planned and facilitated drug and alcohol and passenger assistance training for all Nevada transit grant sub-recipients.
- Serving as lead investigator for Section 5311 drug and alcohol compliance reviews in the state of California and working closely with CalTrans Staff to perform on-site drug and



alcohol compliance reviews for all Section 5311 sub-recipients throughout the state. Specific emphasis was placed on Drug and Alcohol Policy compliance; implementation of 49 CFR Part 655; implementation of 49 CFR Part 40; post accident, reasonable suspicion, pre-employment, return-to-duty, and follow-up testing; record keeping; contractor oversight; and service agent oversight.

- Performing mock collections of urine collectors and breath alcohol technicians for each of the transit systems, writing reports according to the areas of non-compliance. She also assisted each transit system in reaching compliance by providing technical support, policy guidance, and continuous communication.
- Providing telephone drug and alcohol technical assistance for sub-recipients throughout the country. After completing an initial review of the drug and alcohol program, Mrs. Creamer:
 - Created an outline of the areas of non-compliance;
 - Developed a needs assessment of the entire program including policy revisions;
 - Provided each system with customized documentation and record keeping procedures, including resource material and model policies; and
 - Communicated with the transit systems via email and phone conversation to assist in the implementation of the program.

Conducting FTA Section 5311 drug and alcohol compliance reviews in Oregon, Ohio, Indiana, West Virginia, and Georgia. Separate reports outlining the deficiencies were written and submitted to each of the State DOTs.

- Interviewing medical facilities' and collection sites' management personnel and technicians to assess their compliance with Federal drug and alcohol testing regulations (49 CFR Part 40 and 49 CFR Part 655).
- Developing Safety, Security, and Emergency Preparedness Plans for Section 5311 Sub-recipients in New Hampshire and created the training workshop and informational materials. Mrs. Creamer then collected data from all of the sub-recipients and input the appropriate information into the plan, as to create a compliant, up-to-date, effective plan for each system.
- Contributing to the 2008 Anchorage Public Transportation People Mover route restructure analysis, conducting a ridership satisfaction survey and gathering transfer and origin/destination information.
- For the State of New Hampshire, developing Title VI Verification of Level and Quality of Service Plans for all New Hampshire Department of Transportation Section 5311 Systems.
- Conducting Title VI Baseline and Trip Characteristic Studies in 2007 and 2008 for the Greater Dayton Regional Transit Authority. Mrs. Creamer documented trip characteristics and rider demographics data by collecting racial and ethnic data within the service area through a ridership survey. Data was analyzed to determine whether transit services were

equally available to minority, low income, and Limited English Proficiency (LEP) populations.

- As Project Manager, leading the creation, design, and publication of the Indiana Public Transportation Annual Reports for 2005, 2006, and 2007.
- Contributing to the JAUNT Transportation Development Plan in Charlottesville, Virginia. Mrs. Creamer scheduled and conducted interviews with existing transportation providers and human service agencies, and she conducted an operational assessment of existing services to identify and enhance business opportunities.
- Serving as a major contributor to the New York Metropolitan Transportation Council Coordinated Public Transit Human Services Plan, conducting key stakeholder interviews, facilitated focus group meetings, and researching existing services for the Lower Hudson Valley region. She also notified current and potential grant recipients of JARC and New Freedom funding opportunities.
- Assessing Illinois transportation districts for potential operating systems and operating assistance needs and issuing reports based on the collected data.
- Interviewing and researching New Jersey, Broward County, and SMART transit to obtain information on their community based transit services.
- Assisting with the 2005 and 2008 Stark Area Regional Transit Authority (SARTA) passenger surveys and ridership counts. Mrs. Creamer managed the data collection and survey through the use of 25 temporary employees.
- Managing the data collection and passenger survey efforts for the Cleveland Clinic. Mrs. Creamer trained and supervised six temporary employees and wrote follow-up reports.
- Developing and updating the Pike County Community Action Council's service maintenance guide and schedule of costs to determine the agency's most cost effective maintenance option. As part of this project, she interviewed local maintenance providers assessing technician qualifications, affordability, location, and readiness to perform various types of maintenance.
- Researching and developing demographic and transit propensity reports for several Ohio Counties.
- For the Ohio Department of Transportation (ODOT):
 - Conducting Section 5310 maintenance compliance reviews throughout the state of Ohio. During the process, the fleet maintenance manager was reviewed for understanding of the program. All vehicles in the fleet were visually inspected for signs of maintenance neglect and safety components (i.e. fire extinguisher, bio hazard kit, first aid kit, etc.) In addition, the records and vehicle history reports were reviewed for content and completeness. The reports were submitted to ODOT for follow up.

- Facilitating workshops focused towards technological changes in transit and motor vehicles. Mrs. Creamer completed need assessments outlining the major mechanical problems with vehicles through out the state.
- Inspecting vehicles purchased through the state procurement to ensure they met all Buy-America requirements. Mrs. Creamer completed a 150-point vehicle inspection of each vehicle prior to delivery, processed the information, and submitted it to ODOT for their information and action.
- Conducting plant inspections of each vehicle vendor awarded contracts as part of ODOT's term contract procurement for the Section 5310 program. Examined the vehicle at three (3) different steps of the building process and ensured that the vehicles were built according to ODOT's defined specifications.
- Creating the 2006-2007 Ohio Department of Transportation Vehicle Catalog and Selection Guide.
- Performing training at the 2007 Ohio Department of Transportation Preventative Maintenance Annual Conference. Spoke specifically on the requirements of a preventive maintenance program, warranties, cost reduction strategies, and the expected life of vehicles.
- Developing an updated brochure advertising ODOT's Public and Human Service Transit Certificate Program. The tri-fold brochure was provided to current and potential students at Wright State University and Kent State University.

Intern
Ohio Department of Transportation
Columbus, OH

June 2005 - August 2005

As part of ODOT's Public and Human Service Transit Certificate Program and Internship, Mrs. Creamer:

- Revised, updated, and developed a uniform set of specifications for six (6) vehicle types used under the section 5311 and 5310 procurement for the State of Ohio, including the Modified Minivan; Converted Van; Light Transit Narrow Body Vehicle; Light Transit Wide Body (Steel Cage); Light Transit Wide Body (Fiberglass Body); and Light Transit Wide Body (Fiberglass Steel Cage).
- Reviewed California and Florida's vehicle procurement specifications.
- Conducted on site maintenance compliance reviews for section 5311 and 5310 throughout Ohio.
- Created and administered questionnaires to the rural transit agencies in Ohio to pin point the specific issues facing the transit vehicles. Made changes to the specifications based on



this information to make the vehicles safer, more comfortable for the passenger, easier to operate, and a more comprehensive preventative maintenance system.

- Conducted a complete review of the current practices for maintenance facilities that affect transit agencies that are funded through Sections 5311 and 5310.
- Facilitated focus groups to determine specific mechanical problems facing transit vehicles.
- Completed on site interviews with maintenance facilities and reviewed record keeping methodology in Ohio.
- Prepared reports on findings from the research and examination of the current vehicle maintenance standards. Including mechanical problems and resolutions, a schedule of mileage intervals and expected mechanical repairs, and a complete maintenance guide with a tracking system and recall notification process.
- Documented in a final report what is considered excessive maintenance costs for the life of the vehicle.

*Office Manager
JPAC
Fairborn, OH*

March 2004 - June 2005

Mrs. Creamer was the Office Manager for JPAC, a service company specializing in the re-fabrication of parts. In addition to managing four office staff and six technicians, she was responsible for increasing customer service, balancing accounts payable and receivable, and increasing overall employee satisfaction and productivity. Mrs. Creamer was also responsible for resolving escalated customer service issues, day-to-day operations, and creating strategic plans to enhance customer service satisfaction. During her employment at JPAC, she focused specifically on:

- Increasing employee knowledge by developing and implementing a training and education program. Enhanced employee performance, attendance, and productivity through one-on-one discussions, motivational strategies, and an incentive program. Initiated a tracking program to monitor the number of 'come-backs' and the overall performance of each employee.
- Gained customer trust and provided follow-up, leading to increased repeat and referral business.
- Developed fleet maintenance programs by initiating community outreach programs. Worked with major employers in Greene County, Fairborn, and Wright Patterson Air Force Base to enhance fleet service. Developed record keeping and fleet management programs for over 30 fleet customers, which lead to reduced labor costs and increased vehicle reliability.
- Balanced the budget and developed an accounts receivable/payable program. Collected \$100k of debt dating back over five years. Wrote credit policy and procedure manual for



department. Established new credit criteria for new accounts, significantly reducing bad debt. Managed all petty cash and office supply expense accounts. Established customer credit lines and set up credit accounts with vendors.

- Processed financial reports and provided information and guidance directly to the president of the company, which assisted in maintaining an accurate account of inventory and supply.
- Wrote policies and procedures for employee adherence to Environmental Protection Agency (EPA) and Occupational Safety and Health Administration (OSHA) regulations. Reorganized service area and technician bays to meet the criteria of the aforementioned agencies. Developed procedures to ensure future compliance with EPA and OSHA standards.
- Reorganized office and work shop areas to meet higher standards of safety and cleanliness. Developed policies and procedures to ensure that it remained clean and safe. Assisted with the development and assurance of a safe workplace, by reducing risk and injury.
- Investigated and resolved customer concerns in collaboration with respective agency and other departments. Prepared written responses and developed measurement on volume and trends to determine staff educational needs and improve customer retention.
- Managed inventory and ordered office and store supplies.

*Assistant Service Manager
Pep Boys Auto
Dayton, OH*

January 2003 – March 2004

As Assistant Service Manager, Mrs. Creamer worked to assure customer satisfaction, and to increase staff productivity and inventory management. She was also responsible for the day-to-day operations of the service department and its 14 employees. In addition, Mrs. Creamer developed and implemented a process to prepare and streamline quarterly financial and safety audits.

JANE BOGARD

Education

Communications, Ohio University – Chillicothe Branch

Experience

Associate

January 1999 to Present

RLS & Associates, Inc.

Ms. Bogard provides "circuit rider" services to the Ohio Department of Transportation (ODOT) and Ohio's rural and small urban transit systems. As part of these services, Ms. Bogard develops and administers Action Plans, and assesses the operations of various transportation systems, and provides technical assistance as needed to rural transit directors throughout the state of Ohio. She



also assists in the implementation of transit development plans by conducting on-site visits and effective communication measures.

Ms. Bogard's responsibilities for ODOT while working for RLS include:

- Conducting reviews of ODOT's 2009 rural transit proposals for all rural transit systems;
- Completing vehicle inspections to ensure that all vehicles purchased through ODOT's term contract procurement meet ODOT's vehicle specifications;
- Consulting with County Boards of Commissioners, County Transit Boards, and private non-profit boards during the start-up of rural transit programs;
- Assessing new-start systems in service design, operating policies, compliance with 5311 and ADA requirements, and Drug and Alcohol Program implementation;
- Serving as a liaison between new start systems and the ODOT Office of Transit staff;
- Developing Drug and Alcohol policies for all new start systems using Ohio Department of Transportation's template;
- Developing Action Plans for each of the assigned new start counties, including a timeframe for each task;
- Assisting systems with necessary corrective actions to ensure State and Federal compliance;
- Providing follow-up technical assistance to the new start rural transit systems to ensure State and Federal compliance;
- Working with rural transit systems to develop transit policies, brochures, and fare structures;
- Identifying Drug and Alcohol compliance issues with rural systems in Ohio; preparing systems for Drug and Alcohol Audits, assisting existing systems with Drug and Alcohol policy revision; and completing Drug and Alcohol reviews, as assigned;
- Preparing MIS reports for new start systems and systems with new administrators;
- Establishing record keeping for Drug and Alcohol files using RLS recommended format;
- Participating as a team member for Ohio Drug and Alcohol audits;
- Attending numerous training including Reasonable Suspicion, MIS reporting, changes in the Drug and Alcohol regulations and collection site requirements;
- Presenting contracting workshops, which included methods of contracting with social service agencies, negotiating fully allocated costs, and a review of existing contracts;
- Gathering and organizing for use as examples and "best practices" established transit practices and materials which included tickets, transit related policies, fareboxes, safety equipment, and



training resources from existing systems;

- Reviewing and commenting on policies and procedures and driver's job descriptions from other states for application to Ohio's systems;
- Conducting transit service and vehicle inventories for Jackson and Vinton Counties. Interviewed human service agency directors responsible for transit services and transportation providers in each county;
- Developing spreadsheets for public transit and coordinated systems to determine fully allocated cost of service;
- Conducting training on fully allocated cost, goal writing, fitness for duty, and budgeting;
- Performing Quality Assurance Reviews for ODOT's Coordination Projects;

Ms. Bogard also provides support and assistance to other RLS projects, including:

- Conducting four regulatory compliance reviews for rural transit systems within the State of Indiana.
- Assisting with the development of coordination plans in Indiana and Ohio.
- Interviewing key stakeholders for the Hampton Roads, Virginia transit vision project.
- Assisting with the update of the INDOT Section 5311 Transit Manual.
- Assisting with the development of a coordinated brokerage service (one stop shop for transportation) for the Municipality of Anchorage.

These additional activities ensure that Ms. Bogard stays current and apprised of innovative practices and programs occurring throughout the country for their application not only to Ohio but also to other RLS clients.

Administrative Assistant
Pickaway County Community Action
Circleville, Ohio

1985 to 1999

Ms. Bogard assisted the Executive Director with the daily operational duties of the agency and assumed the Director's responsibilities in his absence in addition to the following duties:

- Responsible for creating (3) direct and (25) indirect reports for the Housing Management and Fiscal Departments;
- Planned and implemented annual budgets totaling \$2 million for several agency programs;
- Performed personnel duties that included (but was not restricted to): recruiting, hiring, and training;



- Responsible for writing proposals and grants; bookkeeping; developed policies and procedures; and coordinated annual staff meetings;
- Performed various administrative duties; maintained visibility in the community through participation in various projects; and public speaking; and
- Administered the Rural Transit Program including procurement, development and implementation of policies and procedures, establishing the drug and alcohol testing program and providing contracting.

*Litter Control & Recycling Coordinator/
Summer Youth Director*

1985 - 1990

- Administered the Litter Control/Recycling Grant by incorporating education, public awareness, law enforcement and Adopt-A-Highway involvement; and
- Implemented the Summer Youth Employment Program that included grant writing; selection of youth; job site development; education/training programs; and reporting.

*Employment & Training Director
Ross County Community Action*

1972 - 1985

- Administered the Employment & Training Programs, which included grant writing and management of the budget;