

"Providing Direction"

**136 Berkey Drive
Suite 101
Johnstown, PA 15904**

Phone: (814) 262-7535

**Email:
Direction@lazaro-noel.com**

**Homepage:
www.lazaro-noel.com**

**It is the vision of
Lazaro & Noel
to "provide direction"
based on
five principles:**

**LEADING
EMPOWERING
DEVELOPING
CREATING
SERVING**

December 17, 2010

Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

Greetings:

Please accept the enclosed request for quotations (PTR 11022) Safety and Security Emergency Plan. The Bid Form #1 – Cost Proposal and all other required bid forms are contained in Attachment A.

We have enclosed all information requested under Section 1.5 – Bid Proposal and Submission; however, as this is an RFQ, we have purposely kept information to a minimum. If it would be necessary to elaborate, we welcome the opportunity to provide any additional information or materials necessary.

While we have taken a team approach to this project, Michael Noel of Lazaro & Noel will be the Lead and Patti Swartz of Lazaro & Noel will be the Single Point of Contact for all technical and Administrative Support. Our team of consultants and contractors will each bring professionalism, subject matter expertise, outstanding technical skills, enthusiasm, and passion to all activities requested through this process.

Each subject will have a designated lead, who is an experienced expert on that subject along with the support of a team of subject matter experts. We believe this approach provides the Division of Public Transit and most importantly the state's 5311 transit systems and designated FTA recipients a level of support that produces exceptional outcomes.

Our team consists of:

Michael Noel, Lazaro & Noel LLC
Patti Swartz, Lazaro & Noel LLC
Robert P. Schmitt, RTR Associates
Laurie Andrews, Clear View Strategies LLC
R. Lynn Colosi, Clear View Strategies LLC
Anthony Hickton, Clear View Strategies LLC

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2010 DEC 20 A 10:34
PURCHASING DIVISION
STATE OF WV

In addition, our team includes a series of independent contractors and trainers, as follows:

Ream Lazaro, Lazaro & Noel
Andrew Ervin – Transit Safety Training
Gary Gleason, Nusura, Inc.
Tim Mudrinich – Vehicle Maintenance
Lynda Conway – Transit Service, HR., Insurance
Maureen Bertucci – Technology
Leah Cochenet – Editor, Writer, Design

Many of these individuals have positive experiences with West Virginia transit properties and will be able to work comfortably with DOT officials and transit staff.

Clear View Strategies LLC is a registered DBE company with the state of West Virginia, and their participation will significantly exceed the DBE goal set as part of the resulting contract.

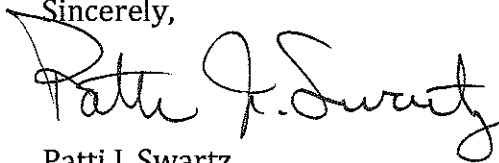
All of our collective resources and combined 320+ years of experience will be available to the Division of Public Transit and West Virginia transit properties.

We promise professionalism, expertise, enthusiasm, and passion toward the many activities of this project. We will work with the Division of Public Transit to create outcomes that serve not only West Virginia transit, but also the riders and communities served by these systems.

Please consider this letter as a permanent part of the proposal.

Thank you for your consideration and we look forward to working together.

Sincerely,

A handwritten signature in black ink that reads "Patti J. Swartz". The signature is written in a cursive style with a large initial "P".

Patti J. Swartz
Principal

Enclosures



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
PTR11022

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF
FRANK WHITTAKER 304-558-2316

VENDOR

Lazaro & Noel LLC
 136 Berkley Drive
 Johnstown PA 15904

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	FOB	FREIGHT TERMS
12/02/2010				
BID OPENING DATE: 12/28/2010		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-20		
<p>SAFETY SECURITY AND EMERGENCY PLAN</p> <p>THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, THE WEST VIRGINIA DIVISION OF PUBLIC TRANSIT IS SOLICITING BIDS FOR SAFETY AND SECURITY CONSULTING SERVICES PER THE ATTACHED SPECIFICATIONS.</p> <p>ALL TECHNICAL QUESTIONS MUST BE SUBMITTED IN WRITING TO FRANK WHITTAKER IN THE WV PURCHASING DIVISION VIA EMAIL AT FRANK.M.WHITTAKER@WV.GOV OR VIA FAX AT 304-558-2316. DEADLINE FOR TECHNICAL QUESTIONS IS 12/13/10 AT 4:00 PM. ALL TECHNICAL QUESTIONS WILL BE ADDRESSED BY ADDENDUM AFTER THE DEADLINE.</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>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE

TITLE	FEIN	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

Request for Quotation

RFQ NUMBER
PTR11022

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VENDOR

RFQ COPY
 TYPE NAME/ADDRESS HERE

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 25305-0432 304-558-0428

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12/02/2010				

BID OPENING DATE: 12/28/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<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> <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</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

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State of West Virginia
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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 05/26/2009</p> <p style="text-align: center;">NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p style="text-align: center;">DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: ----- <i>FRANK WHITTAKER</i> -----</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	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

Request for Quotation

RFQ NUMBER
PTR11022

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RFQ COPY
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BID OPENING DATE: 12/28/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
RFQ. NO.: ----- PTR 11022 -----						
BID OPENING DATE: ----- 12/28/10 -----						
BID OPENING TIME: ----- 01:30PM -----						
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						
----- 814-262-7535 -----						
CONTACT PERSON (PLEASE PRINT CLEARLY):						
----- PATTI J. NOEL -----						
***** THIS IS THE END OF RFQ PTR11022 ***** TOTAL: _____						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

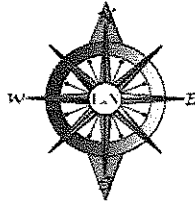
SIGNATURE <i>Patti J. Swartz</i>	TELEPHONE 814-262-7535	DATE 12/17/10
TITLE PRINCIPAL	FEIN 25-1828463	ADDRESS CHANGES TO BE NOTED ABOVE

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

Request for Quotation
Safety, Security and Emergency Plan

RFQ Number: PTR 11022

For West Virginia Division of Public Transit



Lazaro & Noel LLC
136 Berkey Drive, Suite 101
Johnstown, PA 15904
814-262-7535
direction@lazaro-noel.com



Ideas That Move People

Clear View Strategies LLC
158 48th Street
Pittsburgh, PA 15201
412-683-3585
landrews@clearviewstrategies.com



RTR Associates

RTR Associates
4154 Winterburn Avenue
Pittsburgh, PA 15207
Phone: (412) 421 5462
rtrschnitt@comcast.net

Project Overview

The Lazaro & Noel / Clear View Strategies / RTR Associates Team has extensive experience consistent with this Request for Quotation (PTR 11022). This has included the development of SSEPP plans, training in all subjects requested including safety, security, leadership, board, customer service, marketing, employee relations, transit operations, goal setting TDPs, supervisory and management. Additionally, we have added training expertise in passenger assistance, vehicle maintenance, and use of technology. We are prepared to update the SPIDER Handbook and Kit, having contributed to the development of the 2006 version. It is our belief that while there is a need to update SPIDER, the greater need is to make it user friendly. We are also prepared to update Division of Public Transit's Continuity of Operations Plan (COOP) and provide on-site technical assistance to West Virginia transit systems as directed by the Division of Public Transit.

What follows is our response to Section 1.5 (Bid Proposal and Submissions) of the RFQ.

a. Experience, Management, Technical Qualifications

Experience

The team of professionals assembled by Lazaro and Noel for this project has worked together on many other projects and brings a level of expertise tailored to each of the tasks described in the RFQ.

Management

The project will be managed by Lazaro & Noel, with Patti Swartz, of Lazaro & Noel, serving as the single point of contact and as the overall project manager. In this capacity, Ms. Swartz will be responsible for contract matters and for managing the assignment of team members to the appropriate task activities in consultation with the DPT. Ms. Swartz will monitor the progress of each task and manage the work performed by team members. She will also be responsible for making any necessary arrangements for training and technical assistance as well as providing timely monthly reports to the DPT.

Technical Qualifications

Michael R. Noel, Lazaro & Noel LLC

- 19 years direct transit operations
- 7 years transit training manager
- 12 years transit training / consulting

Highlights related to this project:

- Development of the TransitSCORE, Transit Operator Training Program
- Development, as part of a team, of the West Virginia SPIDER Handbook

- Development, as part of a team, of the SSEPP model contained in the West Virginia SPIDER Handbook
- Training of all Maryland 5311 projects on SSEPP development
- Hands-on training of thousands of bus and paratransit operators in emergency procedures, including evacuation
- National Transit Institute (NTI) safety and security instructor
- Developed the Community Transportation Association of America (CTAA) Safety, Training and Security Review project (training and on-site reviewer)
- On-site Safety, Training and Security audits in Maine, Pennsylvania and Maryland 5311 projects

Patti J. Swartz, Lazaro & Noel LLC

- 12 years management and developing transit consulting materials

Highlights related to this project:

- NIMS certified
- Development, as part of team, of the National RTAP STARTS Driver Safety model
- Instructor with PennTRAIN supervisor training program
- Development of SSEPP models for Cumberland County, Maryland and Hazleton, Pennsylvania
- On-site Safety, Training and Security audits in Pennsylvania and Maryland 5311 projects

Robert P. Schmitt, RTR Associates

- 31 years experience in public transit training and technical assistance
- 22 years experience in developing training programs and transit manuals
- 25 years of public transit consulting

Highlights related to this project:

- Instructor and co-developer of the TransitSCORE program
- Instructor and co-developer of the Professional Supervisor Program
- Technical assistance and training provided to 5311 systems in Pennsylvania, West Virginia and Wisconsin
- Development of the Pennsylvania Transit Board Manual and Board training for ten small systems including 5311 projects.
- Transit policy development guidelines for the TransitSCORE Advanced Passenger Assistance Program

Laurie Andrews, Clear View Strategies LLC

- 24 years direct transit operations
- 5 years as Assistant and Chief Operating Officer
- 6 years transit consulting

Highlights related to this project:

- Post 9/11 development of safety and security procedures for Port Authority of Allegheny County
- Development, as member of Operations Safety Review Committee, operator and maintenance training and awareness programs to attain compliance with local, state and federal safety and security policies
- Established, as member of Operations Safety Review Committee, the public transit agency's role in emergency response planning and procedures in coordination with County Emergency Management staff

The team also has extensive experience with FTA related safety projects. A sampling includes:

Safety Training and Security Reviews:

Penquis CAP – The Lynx
262 Harlow Street
PO Box 1162
Bangor, Maine 04402-1162
Marcia Larkin, Transportation Director
207-973-3691
mlarkin@penquiscap.org

Amtran
3301 Fifth Avenue
Altoona, PA 16602
Eric Wolf, General Manager
814-944-4074
Email: ericwolf@amtran.org

Transit Training

PennTRAIN / Pennsylvania Public Transportation Association
Martha Knarr Pierce, Executive Director
Pennsylvania Public Transportation Association (PPTA)
600 North Third Street, Fourth Floor
Harrisburg, PA 17101-1113
717-234-7211
mpierce@ppta.net / www.ppta.net

NorthEast Passenger Transportation Association
Carol A. Tally
PO Box 438
Foxboro, MA 02035
Phone: 508-698-0331
membership@nepta.org

Development / Implementation of SSEPP model:

Allegany County Transit
James Stafford, Transit Chief
1000 Lafayette Avenue
Cumberland, MD 21502
301-722-6360
Fax: 301-722-0326
jstafford@allconet.org

Hazleton Public Transit
Renee Craig, Acting Director of Transportation
40 N. Church Street
Hazleton, PA 18201
570-459-5414
Fax: 570-459-4924
dpsht@hazletoncity.org

The Team has also developed SSEPPs for 15 additional transit agencies, including 11 West Virginia 5311 recipients.

State DOT Safety / Security Training

Maryland Transit Administration
Leonard Howard
6 Saint Paul Street
Baltimore, MD 21202
410-767-0029
LHoward1@mta.maryland.gov

Virginia Department of Rail and Public Transportation
Darrel Feasel
1313 East Main Street
Suite 300
Richmond, VA 23219
804-786-8089
darrel.feasel.drpt.virginia.gov

The team has the necessary technical qualifications to carry out this project.

b. Required Forms

All required forms are contained in Attachment A.

c. Bid Form #1

Bid Form #1 is contained in Attachment A.

d. Similar or Related Projects

The following references from related projects:

SSEPP DEVELOPMENT

Allegany County Transit
James Stafford, Transit Chief
1000 Lafayette Avenue
Cumberland, MD 21502
301-722-6360
Fax: 301-722-0326
jstafford@allconet.org

TRANSIT TRAINING & ON-SITE TECHNICAL SUPPORT

PennTRAIN
Cindy Conaway, Program Coordinator
C/o Pennsylvania Public Transportation Association (PPTA)
600 North Third Street, Fourth Floor
Harrisburg, PA 17101-1113
800-847-0333
cconaway@pennttrain.net

STATEWIDE SAFETY & SECURITY PROJECT

Leonard Howard
Maryland Transit Administration
6 St. Paul Street
Baltimore, MD 21202
410-767-0029
LHoward1@mta.maryland.gov

Our team also has considerable experience with West Virginia transit properties. This has included:

- Development of 12 approved SSEPPs, which this project would update
- Assisted with the development of the SPIDER Handbook in 2006
- Safety and vehicle evacuation training at all West Virginia 5311 properties
- Numerous safety related statewide training workshops
- Technical support to West Virginia transit properties for the last 6 years

Much of the work related to this project would build upon previous Lazaro & Noel, Clear View Strategies and RTR Associates Team work and established relationships.

e. Project Personnel

Michael R. Noel, Principal, Lazaro & Noel LLC
Patti J. Swartz, Principal, Lazaro & Noel LLC
Laurie Andrews, Principal, Clear View Strategies LLC
R. Lynn Colosi, Principal, Clear View Strategies LLC
Anthony Hickton, Clear View Strategies LLC
Robert P. Schmitt, Ph. D., RTR Associates
Ream Lazaro, Lazaro & Noel
Gary Gleason, Vice President, Nusura
Andrew Ervin, Independent Contractor, Safety & Training
Tim Mudrinich, Independent Contractor – Vehicle Maintenance
Lynda Conway, Independent Contract – Operations and Human Resources
Maureen Bertocci, Independent Contractor – Technology
Leah Cochenet, Independent Contractor – Editor, Writer, Design

Additional information about project personnel is contained in section a. Experience, Management, Technical Qualifications and Attachment B, Biographies.

f. Levels of Effort

All involved with this project will prioritize the work. We have specifically taken a team approach to maximize the level of expertise on each activity; a Principal Lead will be assigned to each activity to ensure completion within agreed to time periods. Ms. Swartz, Lazaro & Noel LLC, will serve as the Single Point of Contact and be available throughout the normal business week.

Professionals	Areas of Expertise	Levels of Effort
Michael R. Noel Lazaro & Noel	Project lead, SSEPP development, training, technical assistance	30%
Patti J. Swartz Lazaro & Noel	SPIDER development, project management, Single Point of Contact	50%
Robert P. Schmitt, Ph. D. RTR Associates	SPIDER development, training, technical assistance	30%
Laurie Andrews Clear View Strategies	SSEPP development	20%
R. Lynn Colosi Clear View Strategies	Operations support, schedules, marketing	20%
Anthony Hickton Clear View Strategies	Operations support, plans, surveys	20%
Ream Lazaro Lazaro & Noel	Training, technical assistance, safety & security	5%
Gary Gleason Nusura	Division of Public Transit Development of Continuity of Operations Plan	5%
Andrew Ervin Independent Contractor	Safety Training	5%
Tim Mudrinich Independent Contractor	Vehicle maintenance	5%
Lynda Conway Independent Contractor	Operations, Human Resources	5%
Maureen Bertocci Independent Contractor	Technology	5%
Leah Cochenet Independent Contractor	SPIDER editor, writer, design	5%

The approach on projects follows:

SSEPP Development

Lead – Michael R. Noel, Lazaro & Noel

Mr. Noel will continue to update 7 SSEPPs with West Virginia transit agencies including updating internal & external call-down lists and improved working relationships with local emergency management including meeting with the local emergency management committees. Ms. Andrews will provide the same services for 5 West Virginia transit properties. Mr. Noel will have the lead on the development of any new SSEPPs and will also meet with any new managers who have taken executive position since the development of original SSEPPs.

Update of SPIDER Handbook and/or Kit

Lead – Robert P. Schmitt, Ph. D., RTR Associates

Lead – Patti Swartz, Lazaro & Noel

While the entire team will review and update the SPIDER manual to ensure all “new” or state of the industry materials are included, the real key becomes usability. Both Dr. Schmitt and Ms. Swartz are trained educators and technology experts. They will create a manual that is simple to use both manually and electronically. We will also employ a

professional editor, Leah Cochenet, to improve layout and design. We believe our team will significantly improve the SPIDER manual.

Update of the Division of Public Transit’s (DPT) Continuity of Operations Plan (COOP)

Lead – Gary Gleason, Nusura

Mr. Gleason has been instrumental in developing the Emergency Operations Plan for the West Virginia DPT and would continue and expand upon that plan to develop the Continuity of Operations Plan using input from DPT staff. Training on the use of the EOP and COOP and building interagency relationships between the DPT, transit agencies and emergency responders would encourage a coordinated response to incidents.

Training Workshops

Lead – Michael Noel, Lazaro & Noel

Mr. Noel will coordinate this effort by either providing training or selecting a team expert to provide training as directed by and agreed to by the Division of Public Transit. For example, team members and their areas of expertise are as follows:

Professionals	Area(s) of Expertise
Ream Lazaro	Security
Andrew Ervin	Driver training
Tim Mudrinich	Vehicle maintenance
R. Lynn Colosi	Route analysis
Lynda Conway	Human Resources
Maureen Bertocci	Technology
Robert Schmitt, Ph. D.	Passenger sensitivity / assistance, leadership, supervision, policy development

Technical Assistance

Lead – Laurie Andrews, Clear View Strategies

Ms. Andrews will coordinate this effort by either providing technical assistance or selecting a team expert to provide technical assistance as directed by and agreed to by the Division of Public Transit. Team members and their areas of expertise are outlined in Training Workshops.

g. Project Time Line

	11	211	311	411	511	611	711	811	911	1011	1111	1211
Project Awarded	✗											
Update 12 SSEPPs		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
New SSEPPs						✗						
Update SPIDER		✗	✗	✗	✗	✗	✗					
SPIDER Production								✗				
SPIDER Workshops									✗			
DPT Continuity Plan												
Training Workshops (as needed)		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Initial & Progress Meetings	✗					✗						✗

h. Equal Employment Opportunity

Lazaro & Noel, Clear View Strategies, and RTR Associates meet all requirements associated with Equal Employment Opportunity.

i. Disadvantage Business Enterprise (DBE)

Clear View Strategies LLC is a certified West Virginia DBE

j. Bid Forms #1-8 and the Purchasing Affidavit are Included in Attachment A

k. Bidder has Submitted Two (2) Copies of the Proposal

Conclusion:

Lazaro & Noel LLC, RTR Associates, and Clear View Strategies LLC have the real world expertise, experience, and resources necessary to assist the West Virginia Division of Public Transit on this most important project. The results of our work will produce safer local transit systems that serve the community (customers and employees) at a level that will exceed industry standards. Thank you for the opportunity to respond.

ATTACHMENT A

- Bid Form #1
Cost Proposal
- Bid Form #2
Certificate of Restrictions on Lobbying
- Bid Form #3
Debarment, Suspension and Other Responsibilities
- Bid Form #4
Comptroller General's Consolidated List
- Bid Form #5
Vendor's Certification of Understanding
- Bid Form #6
Addendum Acknowledgment
- Bid Form #7
Letter of Intent
- Bid Form #8
Disadvantaged Business Enterprise
- Purchasing Affidavit

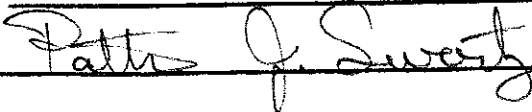
BID FORM #1

Task	Estimated Quantities	TOTAL COST
2.1.1. Update of SSEPP plans	Cost of one plan update/revision \$ 2,870.00 times 11	\$ 31,570.00
2.1.2 Development of new SSEPP plan	Cost of one plan \$ 5,700.00	\$ 5,700.00
2.1.3 Cost of training at 11 5311 sites	Cost of one on site training \$ 2,300.00 times 11	\$ 25,300.00
2.1.4 Cost of additional trainings for the Division (up to 5 per year)	Cost of one training \$ 3,340.00 x 5	\$ 16,700.00 **
2.1.5 Update of SPIDER materials	Cost of updating SPIDER Notebook \$ 20,000.00	\$ 20,000.00
2.1.6 Printing/Production of updated SPIDER Handbook (125 notebooks)	Cost of printing one SPIDER notebook \$ 50.00 times 125	\$ 6,250.00
2.1.7 SPIDER Workshop (2 workshops)	Cost of one workshop \$ 4,600.00 times 2	\$ 9,200.00
2.1.8 Develop a continuity plan of operations for the Division	Cost of plan	\$ 14,880.00
Task 2.1.9 Technical Assistance – Cost per Hour Estimated number of hours 50	Cost per 1 hour \$ 162.50 times 50	\$ 8,125.00
2.2 Initial meeting and Progress Meetings (3 meetings)	Cost of one meeting \$ 3,140.00 times 3	\$ 9,420.00
GRAND TOTAL BID		\$ 147,145.00
Optional Tasks (Will NOT BE CONSIDERED IN BID AWARD)		
Task 2.1.10 Alternate version of SPIDER and 125 printed copies	Total Project Cost \$ 26,250.00	\$ 26,250.00

Vendor Name: Lazaro & Noel LLC

Vendor Address: 136 Berkey Drive, Suite 101
Johnstown, PA 15904

Date: 12/17/2010

Signature: 

** The total cost for 2.1.4 is for 5 workshops. If the intent was to calculate the GRAND TOTAL BID to include only 1 workshop in 2.1.4, the GRAND TOTAL BID would be \$133,795.00.

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, LAZARO & NOEL, LLC, 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.

12/14/10
Date

Fattie J. Swartz
Authorized Signature

PRINCIPAL, LAZARO & NOEL, LLC.
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),

LAZARO + NOEL, LLC. (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 tot his certification.)

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

LAZARO + NOEL, LLC., 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.



Signature and Title of Authorized Official

BID FORM #4

LAZARO + NOEL, LLC 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.

Dec. 14, 2010
Date
Patricia J. Swartz
Authorized Signature
PRINCIPAL
Title
LAZARO + NOEL, LLC.
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.

Dec. 14, 2010
Date
Patricia J. Swartz
Authorized Signature
PRINCIPAL
Title
LAZARO + NOEL, LLC
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.

Patricia J. Swartz
Signature

LAZARO + NOEL, LLC
Company

DEC. 14, 2010
Date

**BID FORM #7
LETTER OF INTENT**

Name of Bidder's Firm: LAZARO + NOEL, LLC

Address: 136 BERKEY DRIVE - SUITE 101

City: JOHNSTOWN State: PA. Zip: 15904

Name of DBE firm: CLEAR VIEW STRATEGIES, LLC

City: PITTSBURGH State: PA Zip: 15201

Telephone: (412) 683-3635

Description of work to be performed by DBE firm:

- DEVELOPMENT / UPDATE OF 5 SSEPP PLANS
- LEAD ON TECHNICAL ASSISTANCE • PROVIDE TRAINING AS REQUESTED
- REVIEW + ASSIST WITH SPIDER DEVELOPMENT

The Bidder is committed to utilizing the above-named DBE firm for the work described above.
The estimated dollar value of this work is \$ 25,000.-

AFFIRMATION OF PARTICIPATION BY DBE FIRM

This above-named DBE firm affirms that it will perform the portion of the contract for the estimated dollar value as stated above. Signature on this form does not constitute a contract between Bidder's firm and DBE's firm.

12/15/10
Date


Authorized Signature

CLEAR VIEW STRATEGIES, LLC
Company Name

PRESIDENT/MANAGING PARTNER
Title

***Please submit this bid form for each DBE firm.**

BID FORM #8
DISADVANTAGED BUSINESS ENTERPRISE
UTILIZATION

The undersigned Bidder has satisfied the requirements of the bid specification in the following manner (please check the appropriate space):

The Bidder is committed to a minimum of 20 % of DBE utilization on this contract.

The Bidder (if unable to meet the DBE goal of 5%) is committed to a minimum of _____ % of DBE utilization on this contract and has included documentation demonstrating good faith efforts.

Name of Bidder's firm: LAZARO & NOEL, LLC

By: *Patricia J. Swartz*
Authorized Signature

PRINCIPAL
Title

ATTACHMENT B

BIOGRAPHIES

- Michael R. Noel
- Patti J. Swartz
- Robert P. Schmitt, Ph. D.
- Laurie Andrews
- Lynn Colosi
- Anthony Hickton
- Ream Lazaro
- Gary Gleason
- Andrew Ervin
- Tim Murinich
- Lynda Conway
- Maureen Bertocci
- Leah Cochenet

Michael R. Noel
Lazaro & Noel LLC
136 Berkey Drive
Suite 101
Johnstown, PA 15904

Phone: 814-262-7535
Fax: 814-266-3557
direction@lazaro-noel.com

EDUCATION

Penn State University Graduate

EXPERIENCE

Lazaro & Noel LLC, Johnstown, PA
1998 – present
Principal
Trainer / Consultant / SSEPP Review &
Development / Policies & Procedures
Review & Development /

PennTRAIN
1993-1999
Manager / Trainer
Training Development / Policy
Development / Coordination

Cambria County Transit Authority
1980-1993
*Assistant Manager / Manager / Rural
Division*
Coordination / Operations / Labor
Relations / Policy Development

Cambria County Child Development
Center
1974-1977
Transportation Coordinator

Lazaro & Noel LLC



Michael R. Noel, a Principal of Lazaro & Noel LLC, served 16 years in management at Pennsylvania urban, rural and school-based transportation systems, dealing with all aspects of operations and safety. For 14 years, he has managed the Pennsylvania Transportation Resource and Information Network (PennTRAIN), a project of the Pennsylvania Transportation Institute at Penn State and PennDOT. An independent consultant for the last 12 years, Michael provides leadership, organizational development services, training, and safety and security consulting throughout the nation. Michael is nationally recognized in the areas of safety, security, risk management, leadership and organizational development. He is an instructor for Community Transportation Association of America, the National Transportation Institute, and PennTRAIN, where he has developed numerous programs. He was a lead developer of the award-winning PennSCORE, now TransitSCORE, driver training program. He has served as a member of the National Rural Transportation Assistance Programs' Advisory Committee, various committees of the American Public Transportation Association, his local transit system Board, and is a founding member of the Community Transportation Association of America.

PROJECT EXPERIENCE

PennSCORE/TransitSCORE

1999-present – Developer and trainer for the award-winning PennSCORE driver training program

National RTAP STARTS Driver Safety Model

2007-present – Developed, as a team member, portions of the National RTAP manual still under revision for national distribution in 2008.

National Transit Institute

2006-present – As adjunct instructor, trains on NTI's Safety and Security programs.

Hazleton Public Transit SSEPP Development

2006-2007 – Conducted on-site assessments of Hazleton Public Transit's contractors and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

Allegany County Transit

2005-2006 – Conducted on-site assessments of Allegany County Transit and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

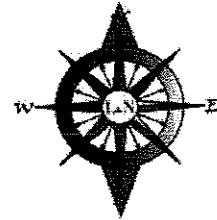
Maryland Transit Administration

2004-2006 – Provided comprehensive assessment, recommendations and training to Maryland's 5311 agencies for efficiency and improvement through the directive of the Secretary of Transportation.

WV DPT Spider Revision and Training

2006-As a team member, revised portions of the SPIDER Safety and Security Manual and SSEPP template and presented the material to WV transportation systems.

Lazaro & Noel LLC



"Providing Direction"

Patti J. Swartz
Lazaro & Noel LLC
136 Berkey Drive
Suite 101
Johnstown, PA 15904

Phone: 814-262-7535
Fax: 814-266-3557
direction@lazaro-noel.com

EDUCATION

University of Pittsburgh
B.S., Secondary Education; Mathematics,
cum laude

EXPERIENCE

Lazaro & Noel LLC, Johnstown, PA
1998 – present
Principal, Manager
SSEPP Review & Development / Policies
& Procedures Review & Development /
Training Development / Computer
Specialist, Graphics & Web Design

Cambria County Community Action, Inc,
Johnstown, PA
1990-1999
Resource Specialist / Counselor

Educator
1988- 1999
Adult Educator / High School Educator /
Tutor

Patti J. Swartz is a Principal of Lazaro & Noel LLC, which provides training and organizational development services. Ms. Swartz has been coordinating the services of Lazaro & Noel LLC since 1998. She is NIMS certified and provides Safety, Security and Emergency Preparedness Plan auditing and development, incognito customer service assessments, drug and alcohol procedures, standard operating procedures and policy assessments, as well as training and material development.

Ms. Swartz is familiar with the Federal Transit Administration's rules and regulations, as well as ADA regulations and assessment.

PROJECT EXPERIENCE

Hazleton Public Transit SSEPP Development

2006-2007 – Conducted on-site assessments of Hazleton Public Transit's contractors and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

National RTAP STARTS Driver Safety Model

2007-present – Developed, as a team member, portions of the National RTAP manual still under revision for national distribution in 2008.

Allegheny County Transit

2005-2006 – Conducted on-site assessments of Allegheny County Transit and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

WV DPT Technical Assistance

2005-2007 – Provided technical assistance concerning SSEPP development to several 5311 transit agencies following the presentation of revised SPIDER manual.

Maryland Transit Administration

2003-2005 – Provided technical assistance concerning SSEPP development to several Maryland transit agencies.

Maryland Transit Administration

2005 – Provided all logistics for an MDOT / MTA 3-day conference for all 5311 Maryland transit agencies (approximately 75 attendees) through the directive of the Secretary of Transportation.

Robert P. Schmitt
RTR Associates

412-421-5462
rtrschmitt@comcast.net

Qualifications

Dr. Schmitt's transit experience started at the University of Iowa where he developed, along with the Director of the Office of Traffic and Parking, the initial Cambus system, which provided over one million passenger trips during its first year of service. Over the Past 30 years he has provided technical assistance services and training to rural and urban systems throughout Wisconsin and Pennsylvania. He has worked directly with more than 30 local transit providers in planning, implementation and evaluation of transit operations. He has provided technical assistance on new starts, fixed-route service evaluation, fixed-route accessibility, shared-ride service evaluation and board training for Pennsylvania transit programs. In the early 1990s Dr. Schmitt developed three manuals for the Pennsylvania RTAP. These manuals addressed topics in fixed-route service evaluation, Shared-Ride service evaluation and transit board training. In addition, Dr. Schmitt developed and taught passenger assistance and ADA training programs for more than 150 systems in 21 states. The Passenger Assistance Train-the-Trainer course has been continuously upgraded and taught since 1988.

From 1973 until 1985, Dr. Schmitt worked at the University of Wisconsin--Milwaukee where he pioneered the establishment the Office of Statewide Transportation Programs (now the Center for Transportation Education). The major functions of the Program were transit course development and technical assistance. While at the University he managed or co-managed projects valued at more than \$750,000. In 1976, Dr. Schmitt developed one of the first national conferences to address problems with transportation for people with disabilities and seniors.

Since 1985 Dr. Schmitt has been a consultant in public transit specializing in training and technical assistance. He has worked with numerous transit systems in the Commonwealth on a variety of projects ranging from system wide transit studies and new starts to customer surveys, service changes and shared-ride fare increase applications. He also has developed conducted training programs in transit and Paratransit management and evaluation as well as training in customer service, train-the-trainer, personal effectiveness and diversity.

Since 1998 Dr. Schmitt has been a consultant to the Pennsylvania RTAP PennTRAIN program to assist in the development of PennSCORE, a training program consisting of 100+ hours of training in various aspects of transit operations. This popular certificate program has won two national awards for excellence. In addition, Dr. Schmitt has been an instructor in the popular Professional Supervisor Program, PennTRAIN for the past six years.

In 2002-03, Dr. Schmitt was project director of eight Management Performance Reviews of PA Class 3 and 4 transit systems. He was also a team member in three other Management Reviews. These reviews consisted of a comprehensive assessment of management systems including finances, operations, maintenance, personnel and board oversight.

From 1993 until 2010, Dr. Schmitt has directed the Transportation Advocacy Project, a program supported by the Pennsylvania Developmental Disabilities Council. The project's main goals are to improve transportation for people with disabilities in Pennsylvania and to create a statewide coalition of advocates for better, affordable transportation. A major achievement of this project involved getting people with disabilities and transit professionals to come together to support the expansion of affordable transportation for persons with disabilities in rural areas of the state. Efforts to achieve this goal have consisted of the establishment of the Shared-Ride Transportation Pilot Project for Persons

with Disabilities in eight counties of Pennsylvania. This program continues to be expanded to additional Pennsylvania counties. The Transportation Advocacy Project also monitors ADA issues that arise from both the provider and user side of public transit service (fixed-route and paratransit).

At present Mr. Schmitt is director of a DD Council project (2007-2010) devoted to finding options and solutions for work trip travel for persons with disabilities. Project staff also work with the PA Transportation Alliance to implement fully the Persons with Disabilities Rural Transportation Program in all 65 eligible counties in PA.

As a member of the Steering Committee of the Committee for Accessible Transportation, Dr. Schmitt lead a thorough assessment of the policies and operating procedures of the ACCESS Paratransit service in Allegheny County. Major attention was given to ACCESS's conditional eligibility criteria and how it is applied. This effort involved working with ACCESS personnel and a committee of users with disabilities. Numerous suggestions were made to improve the service and the clarity of information provided to users with disabilities.

Dr. Schmitt attended the Indiana University of Pennsylvania where he earned a B.S. degree. He earned an M.A. and Ph.D. in Quantitative Geography and Planning from the University of Iowa. His professional career includes developing and teaching courses in transportation, urban affairs, geography and quantitative methods and conducting research in transportation for the Federal Transit Administration and the Federal Highway Administration. His ability as a trainer is supported by consistently high ratings on participant evaluations.

In 1994, Dr. Schmitt was awarded the Wes Grambsch Award for his significant contribution to transportation for the elderly and people with disabilities in Wisconsin. The Wisconsin Rural and Paratransit Providers (WRAPP), the State association of Paratransit providers, presented the award. He also received the Associate Member of the Year award from the Pennsylvania Public Transportation Association in 2000. Dr. Schmitt is a member of the Committee for Accessible Transportation, Port Authority of Allegheny County and an associate member of the Pennsylvania Public Transportation Association.

Robert P. Schmitt
RTR Associates
412-421-5462
rtrschiitt@comcast.net
4154 Winterburn Ave.
Pittsburgh, PA 15207



EDUCATION

Clarion University of Pennsylvania
BS Business/Economics

AFFILIATIONS

- American Public Transportation Association
- Community Transportation Association of America
- Community Transportation Association of Virginia
- Ohio Public Transportation Association
- Pennsylvania Public Transportation Association
- West Virginia Public Transportation Association

PREVIOUS EXPERIENCE

Port Authority of Allegheny County
1979-2003
Transit Operations/Systems
Implementation/Labor Negotiations

Clear View Strategies is certified
DBE/WBE in Connecticut, Georgia,
Maryland, North Carolina,
Pennsylvania, and West Virginia

Clear View Strategies, LLC
158 48th Street
Pittsburgh, PA 15201

Phone: 412-683-3635
Cell: 412-498-4783
Fax: 412-325-8686
landrews@clearviewstrategies.com

SUMMARY

Laurie has over 30 years experience in public transportation operations and planning including a 24 year career at Port Authority of Allegheny County culminating as Chief Operations Officer. Her areas of expertise include scheduling, service planning, systems implementation, business process review and labor negotiations.

**PROJECT EXPERIENCE
TECHNOLOGY PLANNING, CONSULTING & PROJECT
MANAGEMENT**

August 2006 to July 2011, Altoona Metro Transit (AMTRAN)
Project manager for multi-year project, leading the effort to perform a needs analysis, business process review and develop strategic plan for technology upgrades, develop specifications and manage implementation and integration of ITS/SmartBus system. Develop and implement process changes for cash handling, payroll processing and maintenance inventory.

ITS IMPLEMENTATION AND PROJECT MANAGEMENT

October 2008 to December 2010, Butler Transit Authority, Butler PA
Developed RFP for ITS/SmartBus installation. Project manager for implementation and integration of ITS systems. Work with agency and private service provider to adapt current practices and procedures to maximize value of ITS implementation. Analyze impacts of new fare boxes on data collection and reporting and work with ITS and farebox vendors through integration process.

PUBLIC TRANSPORTATION OPEN-ENDS I AND II

November 2007—October 2012, PennDOT, Harrisburg, PA
As a subconsultant to Gannett Fleming (I) and Michael Baker Jr. Corp. (II), Clear View is providing technical and planning assistance on a work order basis to the state's transit agencies. Our gamut of work is vast consisting of: managing a transit agency for 8 months to assess and improve finances, personnel, operations and capital program; conducting an assessment of transit advertising to determine capacity of the state's transit agencies to generate revenue through the sale of space on their assets for ads; and assessing and restructuring the routing structures of two medium-sized transit agencies.

SAFETY, SECURITY, EMERGENCY PREPAREDNESS PLANS

August 2008 to December 2009, West Virginia Division of Public Transit
As a subconsultant to Lazaro & Noel to review draft SSEPP plans for 11 small rural transit agencies in West Virginia and assist in developing final plans and coordination with local/county Emergency Management agencies.

MARKETING AND PROFESSIONAL SERVICES

May 2007 to December 2007, Greensboro Transit Authority
Provide various consulting services to improve operations and image of the transit authority including; reviewing and revising paratransit policies and processes; reviewing of data collection and reporting; analyzing paratransit fare structure; and assisting in development of new service initiatives.

EDUCATION

St. Francis University
MA Industrial Relations

Duquesne University
BA Journalism/Communications

AFFILIATIONS

American Public
Transportation Association

Community Transportation
Association of America

Community Transportation
Association of Virginia

Pennsylvania Public
Transportation Association

West Virginia Public Transportation
Association

PREVIOUS EXPERIENCE

URS Corporation 2003-2004
Business Development Director

Port Authority of Allegheny County
1989-2003 — Business
Development / Marketing /
Operations

Clear View Strategies is a certified
DBE/WBE in Connecticut, Georgia,
Maryland, North Carolina,
Pennsylvania and West Virginia

Clear View Strategies, LLC
158 48th Street
Pittsburgh, PA 15201

Phone: 412-683-3684
Cell: 412-443-1746
Fax: 412-325-8686
lcolosi@clearviewstrategies.com



SUMMARY

Lynn's credentials in the field of public transportation include: all aspects of transit planning like: route analysis; human services transportation coordination; fare system analysis; customer service programs and policies; and joint development including Transit Oriented Development (TOD). Her 20+ years in the business have augmented her skills as an effectual facilitator whose strengths include managing projects, building relationships and implementing revenue generating opportunities.

PROJECT EXPERIENCE

PUBLIC TRANSPORTATION OPEN-ENDS I AND II

November 2007—November 2014, PennDOT, Harrisburg, PA
As a subconsultant to Gannett Fleming (I) and Michael Baker Jr. Corp. (II), Clear View is providing technical and planning assistance on a work order basis to the state's transit agencies. Our gamut of work is vast consisting of: managing a transit agency for 8 months; assessing alternatives for coordinating human service transportation; conducting an assessment of transit advertising programs and assessing revenue potential; and assessing and restructuring the routing structures of two medium-sized transit agencies.

REGION SPECIFIC SUCCESS FACTORS

October 2008—June 2010, Southwestern Pennsylvania Commission
Conducted an assessment to gain knowledge of how transit oriented development previously occurred along the region's bus, light rail and commuter rail lines. Identified key factors that make TOD successful and conducted benchmark of TOD national best practices. Developing a tool to enable planners to apply these success factors to regional sites that are candidates for TOD.

CMAQ PROCESS EVALUATION & PROCESS REFINEMENT

January 2008-February 2010, Southwestern Pennsylvania Commission
As a subconsultant to McCormick Taylor identified and mapped the current process selecting the region's priority transportation projects, worked with 23 persons subcommittee to identify strengths and weaknesses, refined the process, and facilitated the review and ranking of the region's CMAQ projects.

SYSTEM RE-ENGINEERING & OPTIMIZATION STUDY

September 2007 to March 2009, MARTA, Atlanta, Georgia
As a subconsultant to HDR, responsible for comprehensive review and assessment of MARTA's existing Customer Service Program including customer service model, customer information materials, sales and promotional programs, system map and rail station amenities and public address system.

COLTS ROUTE ANALYSIS

June 2009—June 2010, COLTS, Scranton, PA
Reviewed and assessed COLTS routes relative to performance standards. Researched demographic changes and new developments to identify new service opportunities. Assessed current routes and new service opportunities and determined recommendations for a new service structure.



EDUCATION

Dale Carnegie Sales Training

Robert Morris University — Business Courses

AFFILIATIONS

American Public Transportation Association

Community Transportation Association of America

Pennsylvania Public Transportation Association

Pittsburgh Advertising Federation

PREVIOUS EXPERIENCE

Port Authority of Allegheny County 1983-2007

Sales / Marketing / Treasury Operations / Labor Relations

WBE/DBE STATUS

Clear View Strategies is a certified DBE/WBE in Connecticut, Georgia, North Carolina, Ohio, Maryland, Pennsylvania, and West Virginia

COMPANY INFORMATION

Clear View Strategies, LLC
158 48th Street
Pittsburgh, PA 15201

Phone: 412-325-7722
Fax: 412-325-8686
Cell: 412-596-3978
ahickton@clearviewstrategies.com

SUMMARY

Anthony's credentials in the field of public transportation include all aspects of: advertising sales; marketing; customer service; and service planning. He is particularly effective at building successful programs and generating new revenue opportunities. He has an entrepreneurial spirit and a tireless energy to succeed. Anthony's 25 years in the public transportation industry have enhanced his skills as an effective manager whose strengths include solving problems, building relationships and accomplishing goals.

PROJECT EXPERIENCE

FIXED ROUTE TRANSIT ADVERTISING

July 2009 to June 2012, Westmoreland County Transit Authority, Greensburg, Pennsylvania

Project manager responsible for selling space on all of WCTA's vehicles, developing marketing and sales materials, building relationships and finalizing deals in order to maximize visibility and revenue.

SHARED RIDE TRANSIT ADVERTISING

March 2009 to February 2010, Washington Rides, Washington, Pennsylvania

Project manager responsible for developing policy and selling space on Washington Rides assets in order to generate alternative revenues for the operation of the transit agency. Other duties include monitoring inventory, facilitating installation and removal of advertisements, building relationships and closing deals.

STATEWIDE TRANSIT ADVERTISING ASSESSMENT

September 2008 to May 2009, Pennsylvania Department of Transportation, Bureau of Public Transit, Harrisburg, Pennsylvania

Project manager responsible for assessing existing conditions of advertising programs among the state's transit agencies and each agency's ability to generate non-traditional revenue streams.

REGION-SPECIFIC TOD SUCCESS FACTORS

October 2008 to June 2009, Southwestern Pennsylvania Commission, Pittsburgh, Pennsylvania

Responsible for assessing current conditions of TODs and how development occurred previously along Southwestern Pennsylvania's bus, light rail and commuter rail lines. Also assisted with identifying key factors that make TOD successful and conducting benchmark of TOD national best practices.

ROUTE ANALYSIS AND TRANSIT SERVICE PLANNING STUDY

April 2009 to December 2009, Luzerne County Transit Authority, Wilkes Barre, Pennsylvania

Responsible for assessing conditions and performance of current routes and structure, and assisting with identification and development of new service initiatives.

TRANSIT ENHANCEMENT MODEL

June 2009 to February 2010, Mid Mon Valley Transit Authority, Charleroi, Pennsylvania

Responsible for assessing conditions and performance of current routes and structure, and assisting with identification and development of new service initiatives.

REAM LAZARO

Ream Lazaro has worked in bus and rail public transit for thirty-three years. Ream is presently a Senior Consultant with Boyd, Caton & Grant Transportation Group, Inc (BCG). In that capacity he is actively involved with the development and delivery of the Federal Transit Administration *Transit Bus Safety and Security Program* on which he serves as Project Technical Lead. Ream served as a non-commissioned officer in the US Army and afterwards went to undergraduate and graduate school on the GI bill. He then spent a decade and a half managing safety, security, skills and leadership training in bus and rail public transit operations located in Washington D.C. (WMATA), New Jersey (NJ Transit) and Utah (Utah Transit Authority). After working inside these large urban transit agencies and prior to joining BCG, Ream spent almost 2 decades as an independent consultant providing a wide range of consulting and training support to national and state associations, federal and state government agencies and urban, rural, and community transportation systems. He is nationally recognized in the areas of transit security, operational safety, human resource management and organizational development. He has worked as a part-time employee of Rutgers University where he developed and delivered security awareness training courses for the National Transit Institute (NTI). Ream is also a trainer and consultant for the Community Transportation Association (CTAA) and in that role assists in the management and delivery of their Certified Safety and Security Manager Program.

Contractor Expertise

Nusura, Inc. is a specialized emergency management consulting firm with unique subject matter expertise in public transportation, emergency management, and business continuity planning, training and exercises. Leadership staff for this project will be drawing on more than 20 years of experience in the transit industry including work as fellows with NTI, ambassadors for CTAA, and board members of transit organizations. Nusura will lead all elements of this emergency planning, training and exercise program in close coordination with WVDOT contractor Michael Noel and the West Virginia Department of Transportation Division of Public Transit.

Key Staff

Gary Gleason, Project Lead

Gary Gleason is the vice president of Nusura and has worked in public transportation since 1990, and in emergency management since 1998. Awarded a Fulbright scholarship in civil protection in 2008, Gleason is an expert in emergency planning, training and exercises for transit agencies and departments of transportation. He has provided training and/or technical assistance in Canada, Germany, Portugal, and all but 11 states in the U.S. In 2010 Gleason was named an adjunct professor with the US Department of Transportation's Transportation Safety Institute.

Gleason began his career as the director of marketing and planning for a regional transportation authority in Colorado where he developed award-winning marketing campaigns, led interagency planning initiatives, and helped develop the agency's first Americans with Disabilities Act compliance plan. He also served as the president of the Colorado Association of Transit Agencies (CASTA). Gleason then went to work as a disaster assistance employee for FEMA, working in public affairs on 20 major disasters.

In recent years he served as principal investigator/project lead for numerous transit planning and training programs and publications including the West Virginia DOT Division of Public Transit Emergency Operations Plan, the WMATA Emergency Public Information and Crisis Communications Plan, the California Emergency Management Agency Evacuation Planning Project for People with Disabilities and Older Adults, the Caltrans Transit Emergency Planning Guidance, the National RTAP Safety Training And Rural Transit (START) module, and the JIC/JIS Framework for the University of Chicago/Argonne National Laboratory. He is currently co-principal investigator for the Transportation Research Board TCRP A-37 study on paratransit emergency preparedness and response.

Andrew C. Ervin

860 Harrison Ave, Akron, Ohio 44314
(330) 745 – 4144 Phone (330) 745 – 4144 Fax
ervandjo@yahoo.com

Andrew C. Ervin retired from the METRO Regional Transit Authority, in Akron, Ohio in 2007 after working for more than thirty years in the transit industry. At the time of his retirement, Andy served as METRO's Manager of Safety, Training and Claims. His responsibilities included overseeing all safety and environmental functions and all elements of training including motivational and developmental programs for METRO employees, as well as acting as a liaison for legal counsel and service organizations. He interacted with local and national training organizations, consortiums and institutions to refine training and curricula to remain current with educational trends. He also served as Chairman of METRO's Safety Committee and METRO's Employee Educational Assistance Program. Andy was appointed to the Summit County Local Emergency Planning Committee by then Ohio Governor Robert Taft in January 2001.

Mr. Ervin has been involved in the creation and/or delivery of a myriad of training programs with numerous public and private transit-related organizations, including the National Transit Institute (NTI), the United States Department of Transportation's Transportation Safety Institute (TSI), the American Public Transportation Association (APTA), the Canadian Urban Transportation Association (CUTA), the Ohio Department of Transportation (ODOT), the Ohio Transit Risk Pool (OTRP), the Central Ohio Agency on Aging (COAA), the Cleveland Clinic, and the Joseph and Edna Josephson Institute of Ethics.

Andy is an Adjunct Instructor with the National Transit Institute, located at Rutgers University. Additionally, Andy is an Associate Staff Member of the United States Department of Transportation's Transportation Safety Institute. He has successfully completed the United States Department of Transportation's Transit Safety and Security Program. He is a former member of the Ohio Public Transportation Association's Security Committee. Additionally, Andy holds the certification of Certified Training and Safety Reviewer awarded by The Community Transportation Association.

Mr. Ervin is a certified trainer/facilitator for the following classes, conducted by the Transportation Safety Institute, the National Transit Institute, and/or the Canadian Urban Transportation Association:

- **Transit Bus System Safety**
- **Instructor's Course in Bus Operator Training**
- **Instructor's Course in Alternative Fuels Safety**
- **Instructor Excellence**
- **Effectively Managing Transit Emergencies**
- **Security Awareness for Transit Employees**
- **Security Incident Management for the Transit Supervisor**
- **Securing Community Mobility**
- **Terrorist Awareness, Response and Recognition**
- **Fatigue Awareness for Transit Employees**
- **Transit Ambassador**

Andy attended the University of Akron majoring in secondary education with a minor in criminal justice. He is a lifelong resident of Akron, Ohio and has been married to his lovely wife Joann for 43 years. Andy and Joann have two sons and two wonderful grandchildren. Andy's hobbies include nature photography, hiking, camping, tennis, and golf.

Tim Mudrinich

4409 Garvers Ferry Road
Lower Burrell, Pa.
15068

(H)-724-224-2528
(C)- 412-480-4941

Profile

➤ Results oriented, dependable professional who readily supports operating plans and corporate initiatives. Excels in fast paced environments as well as in supervising and motivating staff to increase productivity. Works well independently and as part of a team.

- Transportation {Bus} (Operations Management)
- Maintenance {Bus} (Processes and Procedures)
- Labor Relations (Hearings, Arbitrations)
- Safety (Bus Accident Investigation)
- Employee Development (Retraining/Customer Focus) within a strong union environment.

Highlights of Accomplishments - (Port Authority of Allegheny County)

- 1993-2003 - Maintenance supervisor at the Harmar Division which was recognized for having the highest miles between road failures. (Bus)
- 1996 - Developed new mini bus interior cleaning process, implemented system wide.
- 2002 - Participated on a work team that developed and implemented a system wide Maintenance Work Order system (Web Based) for Bus Maintenance Tracking to include hours worked, progress of work on jobs and employee time.
- 2003 - Managed the Object Detection System project at the Harmar Division. Worked with officials from the Pennsylvania Department of Transportation and the Federal Transit Administration to bring over \$1,000,000 and a bus simulator to the Port Authority.
- 2004 - Represented Port Authority of Allegheny County on the Procurement Team for the new Gillig bus purchase at the Gillig manufacturing plant in Hayward California
- 2005 - Member of the Serious (Bus) Post Accident Procedures Manual committee. Implemented system wide.
- 2006 - Participated on committee to oversee Bus Appearance Procedures, implemented system wide.
- 2007 - Appointed by CEO of Port Authority of Allegheny County to oversee newly developed Employee Relations Plan to be implemented system wide.
- 2010 - Participated in the procurement of seventy 40' buses, and 25 articulated buses.

Core Competencies

- Project Management
 - Performance Definition
 - Process Improvement
 - Strategic Management
 - Negotiation
 - Employee Development
-
-

Professional Experience

- 1986-1993 - Worked as an "A" Mechanic and on serious bus accident repair. (Body Work) and general maintenance up to and including engine and transmission exchanges, along with state inspections on buses.
 - 1993-1998 - First level supervisor - Maintenance {Bus}
 - Supervised 30 mechanics / repairmen - Bus Maintenance / Service Delivery
 - Supervised 15 Garage Attendants - Cleaning / servicing buses
 - 1998-2003 - Maintenance Manager - Harmar Division
 - Supervised 75 Mechanics/Repairman
 - Supervised 30 Garage Attendants
 - Supervised 4 first line supervisors
 - Maintained Maintenance Operating Budget
 - Oversee inventory / bus parts
 - Review supervisors schedules / duties
 - 2003-2005 - Assistance Director / Service Delivery - Transportation & Maintenance - Harmar Division
 - Assist Director to oversee division operations:
 - Maintenance of Bus Fleet - 105 employees
 - Transportation Operations - 215 employees
 - Review accident forms / Injury on Duty issues.
 - Process customer complaints.
 - Review discipline issues with Director.
 - 2005-Present - Director - Transportation & Maintenance - Harmar Division
 - Maintenance of Bus Fleet - 105 employees
 - Transportation Operations - 220 employees
21 supervisors
 - Direct workforce, provide support to staff.
 - Review all aspects of Service Delivery (Eastern area of Pittsburgh region).
 - Oversee all aspects of Customer Service (Complaint reviews, accident investigations, Stop calling {Federal ADA Requirement}).
 - Handle all emergency situations (Bus Accidents, Employee injuries)
 - Employee Relations / Discipline issues (Hearings, Arbitration)
 - Maintain operating budget.
-
-

Lynda L. Conway
5383 Library Road, Bethel Park, PA 15102
Telephone Number: (412) 491-5991
Fax: (412) 833-2863 - E-mail: Conway 1091@verizon.net

Education

Carnegie-Mellon University
Duquesne University
Washington & Jefferson College

Master of Public Management (with distinction)
Master-level courses in Special Education
B.A. in Political Science and Sociology

Numerous seminars, workshops and training courses in Human Resources, Employment Law, Labor Relations, Negotiations, Mediation, Safety, Security, Leadership, Teams, Risk Management, Fraud Investigation, Accident Investigation, Hazardous Materials Transportation, Management and Public Transportation.

Professional Experience

1995 to date

PENNSYLVANIA SELF-INSURERS' ASSOCIATION
P.O. BOX 706, SCHUYLKILL HAVEN, PA 17972

Editor

Produce and publish bi-monthly newsletter. Design, coordinate and one of the instructors for bi-annual *A to Z Workers' Compensation Administrative and Management Training Course*. Past-president and program-chair.

Dec. 2008 to Aug. 2010

HUNTINGTON NATIONAL BANK
2739 SOUTH PARK ROAD, BETHEL PARK, PA 15102

Customer Service Representative (part-time)

Responsible for processing customer transactions, providing customer service, daily balancing and contacting customers for increased sales.

1979 to July 2007

PORT AUTHORITY OF ALLEGHENY COUNTY
345 SIXTH AVENUE, 3RD FLOOR, PITTSBURGH, PENNSYLVANIA 15222-2527

Assistant General Manager Planning and Service Development

Responsible for Planning and Service Development Division with an operating budget exceeding \$5 million dollars. Division included service planning, planning, strategic planning, schedules, marketing, communications, business development, community outreach, media relations, sales, service center and customer service. Over 75 employees including professionals and skilled workers – represented and non-represented employees. Represented Port Authority at community, governmental and business meetings.

Assistant Operations Office - Bus

Responsible for overall bus operations with an operating budget exceeding \$78 million dollars. Managed day-to-day operations of five bus divisions, road operations, driver training, service planning and schedules. Responsible for over 1600 employees. Staff comprised of professionals and skilled workers – represented and non-represented employees. Represented Port Authority at community, governmental and business meetings.

Director of Service Planning & Schedules/Operations Analysis

Responsible for operational and support functions for the Operations Divisions with an operating budget exceeding \$1.7 million dollars. Responsibilities included service planning; service development; schedules; timetables; rider information; transit amenities (stops, shelters, park and ride lots, signage); long term detours; contracts; service data collection and analysis; fare policy and analysis; service policy and standards; and, fare instruments. Over 25 employees including professionals and skilled workers – represented and non-represented employees. Represent Port Authority at community, governmental and business meetings.

Manager of Operations Administration

Responsible for the administrative functions for the Operations Division (bus, rail and incline). Responsibilities included capital budgets; operating budgets; implementation and monitoring of safety, health, quality assurance, drug and alcohol compliance programs; dispatching; field coordination; policies; procedures; and, quality control programs. 72 employees comprised of professionals and skilled workers – represented and non-represented employees. Represented Port Authority at community, governmental and business meetings. Coordination of Human Resources Policies and Procedures.

Operations Manager, East Liberty Garage

Responsible for all operational aspects (maintenance, transportation and administration) of the East Liberty Bus Garage. A 24-hour operation facility with over 250 buses, annual ridership exceeding 17 million and over 500 employees including professionals and skilled workers.

Assistant Manager of Health and Safety Department

Supervisor and Administrator of Workers' Compensation, Human Resources Division

Administrator of self-insured and self-administered Workers' Compensation Program for more than 3,000 employees. Responsible for all aspects of administering workers' compensation from compliance to reserving. Developed and implemented health and safety programs and supervisory training programs. Coordination of Human Resources Policies and Procedures.

Senior Planner for Service Policy and Fare Analysis

Responsible for the development and implementation of service standards, policies and procedures. Analyzed ridership and fares and prepared documentation and reports to the Federal Transportation Administration and other agencies. Supervised four professional employees. Oversaw programs and procedures to maximize use and effectiveness of Private Carrier operations.

***Supervisor, Assistant Supervisor and Manager Trainee
Claims Department/Workers' Compensation Department***

Responsible for office procedures complying with Pennsylvania Workers' Compensation Act. Investigated and evaluated claims for acceptance or denial, interviewed claimants and medical professionals, and managed claims from start to finish. Prepared statistical analyses, developed and implemented multiple audit processes and training programs. Prepared and justified reserves. Coordination of Human resource Policies and Procedures.

Professional Presentations/Training

- Numerous public and community presentations relative to Port Authority of Allegheny County from both the operations and transit service perspectives. Developed and presented technical training programs including workers' compensation, supervisor, management, health, safety and organizational skills. Presentations made to diverse audiences including: Public-At-Large, Federal Transit Administration, City of Pittsburgh, Pennsylvania Department of Transportation, CommuteInfo, Pennsylvania Self-Insurers' Association, Allegheny Transit Council, University of Pittsburgh, Pittsburgh Downtown Partnership and various Allegheny County Communities, Schools and Businesses.
- Numerous presentations and training including both technical and managerial sessions. Examples of presentation topics included:
 - *Service Scorecard,*
 - *Service & Scheduling Practices and Challenges,*
 - *Reducing Absenteeism,*
 - *A Multi-Disciplinary Approach to Managing Workers' Compensation,*
 - *Schedule Writing,*
 - *Administering Pennsylvania Workers' Compensation,*
 - *Accident Investigation,*
 - *Safety Programs, Job Safety Analyses, Safety Committees, and*
 - *Orientation Programs.*

SKILLS/EXPERIENCES

- Managing Represented and Non-Represented Employees • Arbitrations • Labor Contract Provisions • Negotiations • Facilitation • Internal and External Training • Strategic Planning and Implementation • Business Plans • Long and Short Term Planning • Strike Contingency Planning and Implementation • Departmental and Divisional Capital and Operating Budgets • Contract Management • Public Hearings • Community Meetings • Accident and Incident Investigation • Program Management • Developing and Implementing Standard Operating Procedures • Manpower Planning • Safety and Health • Administering and Managing PA Workers' Compensation •

OVERVIEW OF ACCOMPLISHMENTS

- Consistently reduced operating costs, examples:
 - Reduced service hours while increasing ridership. Port Authority had a 9% fare increase and 6% reduction in service hours in 2002. One year later, we experienced an 8% ridership decline. We continued to re-design service and improve the efficiencies. From August 2003 to December 2006 we decreased weekly vehicle hours by 4% and increased ridership by 4%. The decreased in vehicle hours was achieved without public hearings with an annual savings of \$6.7 million dollars.
 - Reduced represented first line supervisor overtime and salaries. Saved several hundred thousand dollars by restructuring daily and overtime work assignments. The restructuring resulted in increased coverage while reducing costs.
 - Reduced Service and Planning Departmental costs in excess of \$400,000 dollars in one year while expanding departmental functions.
 - Reduced Workers' Compensation expenses by \$300,000 dollars in one year by promoting health and safety. This occurred before Pennsylvania adopted new Workers' Compensation legislation.
 - Initially reduced a \$700,000 dollars timetable budget by \$194,000 dollars and the following year by another \$226,000 dollars. This was achieved by reducing color panels and combining schedules. In addition, quality increased and staff time to produce timetables was significantly reduced through automation of the processes.

- Increased public awareness, involvement and participation, examples:
 - Developed a Service Scorecard to measure every transit route in the system on effectiveness, efficiency and equity. Public workshops resulted in the modification of the measurements.
 - Actively participated in community meetings for both transit service and operational issues. Community meetings include schools, universities, councils, public-at-large, local organizations, etc. Audiences ranged from 5 to 600 attendees.
 - Actively worked with businesses and organizations and provided varying levels of transit information.
 - Developed specialty timetables, take-one cards, rider alerts, brochures and other signage to alert customers of changes and provide detailed information to encourage ridership. This included posting the information at key stops.
 - Special Events Response Team was developed to streamline and organize events and effectively communicate service impacts.
 - Increased active participation of Allegheny County Transit Council and Citizens for Accessible Transportation feedback into program designs.

- Improved safe bus operations, reduced complaints and improved operator ADA compliance.

- Revamped the accident/incident database to enable instructors to review bus incidents and accidents. Thereafter, proactively followed up with operators to reduce incidents through both awareness and retraining. Accidents decreased 8%.
 - Created and implemented critical operator training modules including: Customer Relations, Dealing with Fatigue, Safety, Reducing Absenteeism, Team Building, Motivation, Troubleshooting and Leadership. Workers' Compensation injuries decreased by 6% and lost days by 29%.
 - Instituted a National Transportation Institute driver program that included the usage of a simulator to improve driving skills and customer relations. Accidents have decreased 8%.
 - Revised the Stop Calling Program which included operator training, operator awareness, supervisor follow-up and management audits. ADA compliance in 2001 was 43%, in 2005 61% and most recently in 2007 it had risen to 97%.
- Improved staff expertise and work products:
 - Developed and implemented procedures for all major functions in Bus Operations, Service Planning and Schedules and "T" (Light Rail).
 - Cross-functional assignments resulted in more informed decisions and expedited the decision making processes.
 - Managing out-of-service from multiple departments resulted in a reduction between 15% and 37% of out-of-service hours.
 - Road Supervisors increased their visibility and accountability by increasing the number of checks and observations performed in the field. They increased checks by 13% with a decrease in staffing levels.
 - Significantly improved manpower planning through multi-disciplinary committees including operations, human resources and finance staff. This team monitored operators, hourly maintenance and first line supervisor manpower each month. Classes were planned based on historical statistics resulting in improved training and preparedness to meet the service demand. This process was recognized as exceptional by external auditors.
 - Improved service standards and monitoring of Title VI compliance through the development and implementation of multi-departmental procedures, policies and monitoring initiatives.
 - Implemented comprehensive Americans with Disability Act compliance program, fire/life safety program, employee issues program and attendance program.

EDUCATION

Edinboro University
BA Computer Science / Applied
Mathematics

AFFILIATIONS

Women in Technology International

CIO Executive Council

High Technology Council

Hearing and Deaf Service

American Public
Transportation Association

Community Transportation
Association of America

Pennsylvania Public
Transportation Association

West Virginia Public Transportation
Association

PREVIOUS EXPERIENCE

AMTRAK
9/2007–7/2009
Information Officer, Operations

Port Authority of Allegheny County
11/1998 - 7/2009
Chief Technology Officer

ALSTOM—CEDLEC
5/1996—11/1998
Director of Information Technology

Clear View Strategies is a certified
DBE/WBE in Connecticut, Georgia,
Maryland, North Carolina,
Pennsylvania and West Virginia

Clear View Strategies, LLC
158 48th Street
Pittsburgh, PA 15201

Phone: 412-683-3635
Cell: 412-889-9435
Fax: 412-325-8686

SUMMARY

CIO/CTO/Director with proven mastery of leveraging information technology (IT) to gain the competitive edge while saving millions of dollars for public and private-sector enterprises. Adept at maximizing resources through business process improvements, virtualization, staff development, fiscal accountability, and vendor negotiations. Strategic visionary with innovative record in mature technologies, manufacturing resource planning and enterprise architecture development.

KEY EXPERIENCE

PROGRAM MANAGEMENT

Experienced program manager directing the design activities and system wide upgrades of network infrastructures, data center/computer room designs, data center relocations and installation/upgrades of financial systems.

GLOBAL POSITIONING SYSTEM & DISPATCHING SYSTEMS

Designed and program managed Automatic Vehicle Location systems with dispatching, emergency alarms and digital communications. Interfaced data with Google Maps to provide graphical view for customers.

ORGANIZATION DEVELOPMENT

Developed and implemented new organizational structure with customized job descriptions based on technology and business process assessments.

NETWORK DESIGN & REMEDIATION

Reviewed national network plan and remediation strategy to identify areas of potential failure and proposed tools for monitoring and analysis. Identified areas of potential automation and lacking integration. Developed service level agreements (SLA), compliance and financial objectives. Developed plan to meet holistic approach to managing network life cycle.

PROJECT EXPERIENCE

TECHNOLOGY PLANNING, CONSULTING & PROJECT MANAGEMENT

August 2006 to July 2011, Altoona Metro Transit (AMTRAN)
IT expert for multi-year project, supported the effort to perform a needs analysis, business process review and develop strategic plan for technology upgrades, develop specifications and manage implementation and integration of ITS/SmartBus system. Developed and implemented process changes for cash handling, payroll processing and maintenance inventory.

ITS TECHNICAL ASSISTANCE

September 2009 to December 2010, County of Lackawanna Transit System, Scranton, PA
Project Manager assessing current ITS and related systems and developing RFP for upgraded/new ITS functionality. Assisting agency with vendor procurement process and acting as project manager through installation and implementation. Reviewing current business processes related to ITS data and developing recommendations for improvement/expansion.



SUMMARY

Experienced, well-rounded editor and writer of fourteen-plus years—extensive editing, writing, project management, research, and design experience in the publishing industry. Dedicated to quality work and meeting deadlines. In-depth knowledge of Chicago Manual of Style and Associated Press style. Biggest strengths: Rescuing troubled manuscripts and ability to edit vast number of subjects well. Now branching into editing for governmental agencies, website editing, and e-book conversion quality checks.

EXPERIENCE

Quayside Publishing Group/MBI Publishing Co./Voyageur Press, MINNEAPOLIS, MINN.

2003-2009*Editing/writing*

- ✧ Edited at least 15 manuscripts a year, helping to shape content and flow, as well as correct grammar, punctuation, and style usage based upon the Chicago Manual of Style and in-house style guide. Subjects of these books ran the gamut from technical how-to on automobile, motorcycle, train, and tractor subjects to sports, regional travel and history, cultural Americana, architecture, nature, and rural living.
- ✧ Reviewed and proofread book layouts, checking overall design elements, display text, photo captions and placement, and body copy for consistency and proper spelling, grammar usage, and punctuation.

Project management/title acquisitions

- ✧ Managed book projects throughout publication process, adhering to strict schedules and budgets while also implementing creative content and design ideas to make each book appeal to buyers.
- ✧ Worked closely with authors so that they not only met deadlines, but also delivered the type of materials needed to make a great book.
- ✧ Collaborated with production staff on cover and book design, including creating book maps as needed.
- ✧ Oversaw and provided feedback to freelance editors who provided copyediting or proofreading for my titles.
- ✧ Selected and organized all cover and interior images for books and calendars, as well as researched and negotiated rights purchase to hundreds of photographs.

The Johnstown Tribune-Democrat, JOHNSTOWN, PA.

1998-2002

Section editor/Copyeditor/Page designer

Editing/Writing

- ✧ Edited stories on a variety of subjects—local and national breaking news, local and state government programs, business, sports, health, science, religion—for content, flow, grammar, and Associated Press style.
- ✧ Wrote news, feature, arts, and religion stories through a job-share program.

Project management/content development and research

- ✧ Maintained a quality product in a high-pressure, deadline-driven environment.
- ✧ Designed news, editorial, section fronts, and feature pages using QuarkXpress.

Press Publications, WHITE BEAR LAKE, MINN.

1996-1998

Co-interim managing editor/Copyeditor/Writer/Page designer

Writing

- ✧ Generated stories out of city, county, and school board meetings, often reviewing governmental reports and translating information into a reader-friendly news piece.

FREELANCING WORK

Quayside Publishing Group, MINNEAPOLIS, MINN.

May 2009-present

(Voyageur Press, Motorbooks, MVP Books, CPI, Zenith Press imprints)

Independent freelance copyeditor, proofer, indexer

- ✧ Copyedited manuscripts and input style codes using Microsoft Word track changes feature, referencing in-house style and spelling guides and Chicago Manual of Style as needed.
- ✧ Proofread book layouts, checking for design consistency and text errors, and compiled index entries per Chicago Manual of Style rules.
- ✧ Titles I worked on included: *Rock Island Line* (train book), *The Hot Rod Body and Chassis Builder's Guide* (technical automotive how-to), *How to Hot Rod Your Fender Amp* (technical electronics how-to), *Chevy Volt*, *Road Hogs*, *Buffalo Bills*, *New England Patriots*, *Winning* (a Paul Newman racing book), *The Complete Outdoor Builder*, *The Complete Guide to Masonry & Stonework*, *Ghost Towns of the Southwest*, *Diamond Is Forever*, *Field Guide to Goats*, and *The 4-H Guide to Raising Chickens*.

Octane Press, AUSTIN, TEXAS

2009-present

Independent freelance copyeditor, proofer

- ✧ Completed copyediting and proofreading of a few titles for upstart publishing company, including *WRX vs. Evo*, *The Jaundiced Eye*, and *Four-Stroke Motorcycle Performance Guide*.

American Guidance Services, CIRCLE PINES, MINNESOTA

2002-2003

Freelance test scoring specialist/editor

- ✧ Scored student responses on open-ended oral and written tests for all grade levels based on set content criteria and Chicago Manual of Style punctuation and grammar rules.
- ✧ Helped establish scoring criteria on both written and oral tests.
- ✧ Collaborated with other editors on phrasing of questions and instructions for test materials.

Lazaro and Noel, JOHNSTOWN, PENNSYLVANIA

2002

- ✧ Helped write and design brochures and publicity materials to promote the business' transit-consulting services.
- ✧ Reviewed and compiled employee survey results for report to client.

COMPUTER SKILLS

Well-versed in Microsoft Word, QuarkXpress, Photoshop, Excel, Outlook, Adobe Acrobat, Adobe Freehand, PowerPoint

EDUCATION

Northwestern College, ST. PAUL, MINNESOTA

1996

Bachelor's degree: Communications/Journalism with a second major in biblical studies, Magna Cum Laude

Century College, ST. PAUL, MINNESOTA

Expected May 2011

Website design certificate

REFERENCES

Michael Dregni, publisher of Voyageur Press
Press
mdregni@quaysidepub.com
(612) 344-8146

Lee Klancher, publisher Octane
lee@octanepress.com
612-221-1229

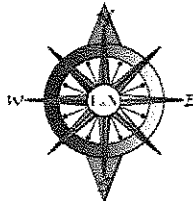
Jenny Miller, freelance manager at Quayside Publishing Group
jmiller@quaysidepub.com
(612) 344-8100

Request for Quotation

Safety, Security and Emergency Plan

RFQ Number: PTR 11022

For West Virginia Division of Public Transit



Lazaro & Noel LLC
136 Berkey Drive, Suite 101
Johnstown, PA 15904
814-262-7535
direction@lazaro-noel.com



Ideas That Move People

Clear View Strategies LLC
158 48th Street
Pittsburgh, PA 15201
412-683-3585
landrews@clearviewstrategies.com



RTR Associates
4154 Winterburn Avenue
Pittsburgh, PA 15207
Phone: (412) 421 5462
rtrschnitt@comcast.net

Project Overview

The Lazaro & Noel / Clear View Strategies / RTR Associates Team has extensive experience consistent with this Request for Quotation (PTR 11022). This has included the development of SSEPP plans, training in all subjects requested including safety, security, leadership, board, customer service, marketing, employee relations, transit operations, goal setting TDPs, supervisory and management. Additionally, we have added training expertise in passenger assistance, vehicle maintenance, and use of technology. We are prepared to update the SPIDER Handbook and Kit, having contributed to the development of the 2006 version. It is our belief that while there is a need to update SPIDER, the greater need is to make it user friendly. We are also prepared to update Division of Public Transit's Continuity of Operations Plan (COOP) and provide on-site technical assistance to West Virginia transit systems as directed by the Division of Public Transit.

What follows is our response to Section 1.5 (Bid Proposal and Submissions) of the RFQ.

a. Experience, Management, Technical Qualifications

Experience

The team of professionals assembled by Lazaro and Noel for this project has worked together on many other projects and brings a level of expertise tailored to each of the tasks described in the RFQ.

Management

The project will be managed by Lazaro & Noel, with Patti Swartz, of Lazaro & Noel, serving as the single point of contact and as the overall project manager. In this capacity, Ms. Swartz will be responsible for contract matters and for managing the assignment of team members to the appropriate task activities in consultation with the DPT. Ms. Swartz will monitor the progress of each task and manage the work performed by team members. She will also be responsible for making any necessary arrangements for training and technical assistance as well as providing timely monthly reports to the DPT.

Technical Qualifications

Michael R. Noel, Lazaro & Noel LLC

- 19 years direct transit operations
- 7 years transit training manager
- 12 years transit training / consulting

Highlights related to this project:

- Development of the TransitSCORE, Transit Operator Training Program
- Development, as part of a team, of the West Virginia SPIDER Handbook

- Development, as part of a team, of the SSEPP model contained in the West Virginia SPIDER Handbook
- Training of all Maryland 5311 projects on SSEPP development
- Hands-on training of thousands of bus and paratransit operators in emergency procedures, including evacuation
- National Transit Institute (NTI) safety and security instructor
- Developed the Community Transportation Association of America (CTAA) Safety, Training and Security Review project (training and on-site reviewer)
- On-site Safety, Training and Security audits in Maine, Pennsylvania and Maryland 5311 projects

Patti J. Swartz, Lazaro & Noel LLC

- 12 years management and developing transit consulting materials

Highlights related to this project:

- NIMS certified
- Development, as part of team, of the National RTAP STARTS Driver Safety model
- Instructor with PennTRAIN supervisor training program
- Development of SSEPP models for Cumberland County, Maryland and Hazleton, Pennsylvania
- On-site Safety, Training and Security audits in Pennsylvania and Maryland 5311 projects

Robert P. Schmitt, RTR Associates

- 31 years experience in public transit training and technical assistance
- 22 years experience in developing training programs and transit manuals
- 25 years of public transit consulting

Highlights related to this project:

- Instructor and co-developer of the TransitSCORE program
- Instructor and co-developer of the Professional Supervisor Program
- Technical assistance and training provided to 5311 systems in Pennsylvania, West Virginia and Wisconsin
- Development of the Pennsylvania Transit Board Manual and Board training for ten small systems including 5311 projects.
- Transit policy development guidelines for the TransitSCORE Advanced Passenger Assistance Program

Laurie Andrews, Clear View Strategies LLC

- 24 years direct transit operations
- 5 years as Assistant and Chief Operating Officer
- 6 years transit consulting

Highlights related to this project:

- Post 9/11 development of safety and security procedures for Port Authority of Allegheny County
- Development, as member of Operations Safety Review Committee, operator and maintenance training and awareness programs to attain compliance with local, state and federal safety and security policies
- Established, as member of Operations Safety Review Committee, the public transit agency's role in emergency response planning and procedures in coordination with County Emergency Management staff

The team also has extensive experience with FTA related safety projects. A sampling includes:

Safety Training and Security Reviews:

Penquis CAP – The Lynx
262 Harlow Street
PO Box 1162
Bangor, Maine 04402-1162
Marcia Larkin, Transportation Director
207-973-3691
mlarkin@penquiscap.org

Amtran
3301 Fifth Avenue
Altoona, PA 16602
Eric Wolf, General Manager
814-944-4074
Email: ericwolf@amtran.org

Transit Training

PennTRAIN / Pennsylvania Public Transportation Association
Martha Knarr Pierce, Executive Director
Pennsylvania Public Transportation Association (PPTA)
600 North Third Street, Fourth Floor
Harrisburg, PA 17101-1113
717-234-7211
mpierce@ppta.net / www.ppta.net

NorthEast Passenger Transportation Association
Carol A. Tally
PO Box 438
Foxboro, MA 02035
Phone: 508-698-0331
membership@nepta.org

Development / Implementation of SSEPP model:

Allegany County Transit
James Stafford, Transit Chief
1000 Lafayette Avenue
Cumberland, MD 21502
301-722-6360
Fax: 301-722-0326
jstafford@allconet.org

Hazleton Public Transit
Renee Craig, Acting Director of Transportation
40 N. Church Street
Hazleton, PA 18201
570-459-5414
Fax: 570-459-4924
dpshpt@hazletoncity.org

The Team has also developed SSEPPs for 15 additional transit agencies, including 11 West Virginia 5311 recipients.

State DOT Safety / Security Training

Maryland Transit Administration
Leonard Howard
6 Saint Paul Street
Baltimore, MD 21202
410-767-0029
LHoward1@mta.maryland.gov

Virginia Department of Rail and Public Transportation
Darrel Feasel
1313 East Main Street
Suite 300
Richmond, VA 23219
804-786-8089
darrel.feasel.drpt.virginia.gov

The team has the necessary technical qualifications to carry out this project.

b. Required Forms

All required forms are contained in Attachment A.

c. Bid Form #1

Bid Form #1 is contained in Attachment A.

d. Similar or Related Projects

The following references from related projects:

SSEPP DEVELOPMENT

Allegany County Transit
James Stafford, Transit Chief
1000 Lafayette Avenue
Cumberland, MD 21502
301-722-6360
Fax: 301-722-0326
jstafford@allconet.org

TRANSIT TRAINING & ON-SITE TECHNICAL SUPPORT

PennTRAIN
Cindy Conaway, Program Coordinator
C/o Pennsylvania Public Transportation Association (PPTA)
600 North Third Street, Fourth Floor
Harrisburg, PA 17101-1113
800-847-0333
cconaway@pennttrain.net

STATEWIDE SAFETY & SECURITY PROJECT

Leonard Howard
Maryland Transit Administration
6 St. Paul Street
Baltimore, MD 21202
410-767-0029
LHoward1@mta.maryland.gov

Our team also has considerable experience with West Virginia transit properties. This has included:

- Development of 12 approved SSEPPs, which this project would update
- Assisted with the development of the SPIDER Handbook in 2006
- Safety and vehicle evacuation training at all West Virginia 5311 properties
- Numerous safety related statewide training workshops
- Technical support to West Virginia transit properties for the last 6 years

Much of the work related to this project would build upon previous Lazaro & Noel, Clear View Strategies and RTR Associates Team work and established relationships.

e. Project Personnel

Michael R. Noel, Principal, Lazaro & Noel LLC
Patti J. Swartz, Principal, Lazaro & Noel LLC
Laurie Andrews, Principal, Clear View Strategies LLC
R. Lynn Colosi, Principal, Clear View Strategies LLC
Anthony Hickton, Clear View Strategies LLC
Robert P. Schmitt, Ph. D., RTR Associates
Ream Lazaro, Lazaro & Noel
Gary Gleason, Vice President, Nusura
Andrew Ervin, Independent Contractor, Safety & Training
Tim Mudrinich, Independent Contractor – Vehicle Maintenance
Lynda Conway, Independent Contract – Operations and Human Resources
Maureen Bertocci, Independent Contractor – Technology
Leah Cochenet, Independent Contractor – Editor, Writer, Design

Additional information about project personnel is contained in section a. Experience, Management, Technical Qualifications and Attachment B, Biographies.

f. Levels of Effort

All involved with this project will prioritize the work. We have specifically taken a team approach to maximize the level of expertise on each activity; a Principal Lead will be assigned to each activity to ensure completion within agreed to time periods. Ms. Swartz, Lazaro & Noel LLC, will serve as the Single Point of Contact and be available throughout the normal business week.

Professionals	Areas of Expertise	Levels of Effort
Michael R. Noel Lazaro & Noel	Project lead, SSEPP development, training, technical assistance	30%
Patti J. Swartz Lazaro & Noel	SPIDER development, project management, Single Point of Contact	50%
Robert P. Schmitt, Ph. D. RTR Associates	SPIDER development, training, technical assistance	30%
Laurie Andrews Clear View Strategies	SSEPP development	20%
R. Lynn Colosi Clear View Strategies	Operations support, schedules, marketing	20%
Anthony Hickton Clear View Strategies	Operations support, plans, surveys	20%
Ream Lazaro Lazaro & Noel	Training, technical assistance, safety & security	5%
Gary Gleason Nusura	Division of Public Transit Development of Continuity of Operations Plan	5%
Andrew Ervin Independent Contractor	Safety Training	5%
Tim Mudrinich Independent Contractor	Vehicle maintenance	5%
Lynda Conway Independent Contractor	Operations, Human Resources	5%
Maureen Bertocci Independent Contractor	Technology	5%
Leah Cochenet Independent Contractor	SPIDER editor, writer, design	5%

The approach on projects follows:

SSEPP Development

Lead – Michael R. Noel, Lazaro & Noel

Mr. Noel will continue to update 7 SSEPPs with West Virginia transit agencies including updating internal & external call-down lists and improved working relationships with local emergency management including meeting with the local emergency management committees. Ms. Andrews will provide the same services for 5 West Virginia transit properties. Mr. Noel will have the lead on the development of any new SSEPPs and will also meet with any new managers who have taken executive position since the development of original SSEPPs.

Update of SPIDER Handbook and/or Kit

Lead – Robert P. Schmitt, Ph. D., RTR Associates

Lead – Patti Swartz, Lazaro & Noel

While the entire team will review and update the SPIDER manual to ensure all “new” or state of the industry materials are included, the real key becomes usability. Both Dr. Schmitt and Ms. Swartz are trained educators and technology experts. They will create a manual that is simple to use both manually and electronically. We will also employ a

professional editor, Leah Cochenet, to improve layout and design. We believe our team will significantly improve the SPIDER manual.

Update of the Division of Public Transit's (DPT) Continuity of Operations Plan (COOP)

Lead – Gary Gleason, Nusura

Mr. Gleason has been instrumental in developing the Emergency Operations Plan for the West Virginia DPT and would continue and expand upon that plan to develop the Continuity of Operations Plan using input from DPT staff. Training on the use of the EOP and COOP and building interagency relationships between the DPT, transit agencies and emergency responders would encourage a coordinated response to incidents.

Training Workshops

Lead – Michael Noel, Lazaro & Noel

Mr. Noel will coordinate this effort by either providing training or selecting a team expert to provide training as directed by and agreed to by the Division of Public Transit. For example, team members and their areas of expertise are as follows:

Professionals	Area(s) of Expertise
Ream Lazaro	Security
Andrew Ervin	Driver training
Tim Mudrinich	Vehicle maintenance
R. Lynn Colosi	Route analysis
Lynda Conway	Human Resources
Maureen Bertocci	Technology
Robert Schmitt, Ph. D.	Passenger sensitivity / assistance, leadership, supervision, policy development

Technical Assistance

Lead – Laurie Andrews, Clear View Strategies

Ms. Andrews will coordinate this effort by either providing technical assistance or selecting a team expert to provide technical assistance as directed by and agreed to by the Division of Public Transit. Team members and their areas of expertise are outlined in Training Workshops.

g. Project Time Line

	11/11	2/11	3/11	4/11	5/11	6/11	7/11	8/11	9/11	10/11	11/11	12/11
Project Awarded	✗											
Update 12 SSEPPs		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
New SSEPPs						✗						
Update SPIDER		✗	✗	✗	✗	✗	✗					
SPIDER Production								✗				
SPIDER Workshops									✗			
DPI Continuity Plan												
Training Workshops (as needed)		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Initial & Progress Meetings	✗					✗						✗

h. Equal Employment Opportunity

Lazaro & Noel, Clear View Strategies, and RTR Associates meet all requirements associated with Equal Employment Opportunity.

i. Disadvantage Business Enterprise (DBE)

Clear View Strategies LLC is a certified West Virginia DBE

j. Bid Forms #1-8 and the Purchasing Affidavit are Included in Attachment A

k. Bidder has Submitted Two (2) Copies of the Proposal

Conclusion:

Lazaro & Noel LLC, RTR Associates, and Clear View Strategies LLC have the real world expertise, experience, and resources necessary to assist the West Virginia Division of Public Transit on this most important project. The results of our work will produce safer local transit systems that serve the community (customers and employees) at a level that will exceed industry standards. Thank you for the opportunity to respond.

ATTACHMENT A

- Bid Form #1
Cost Proposal
- Bid Form #2
Certificate of Restrictions on Lobbying
- Bid Form #3
Debarment, Suspension and Other Responsibilities
- Bid Form #4
Comptroller General's Consolidated List
- Bid Form #5
Vendor's Certification of Understanding
- Bid Form #6
Addendum Acknowledgment
- Bid Form #7
Letter of Intent
- Bid Form #8
Disadvantaged Business Enterprise
- Purchasing Affidavit

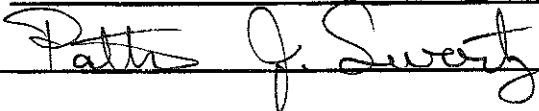
BID FORM #1

Task	Estimated Quantities	TOTAL COST
2.1.1. Update of SSEPP plans	Cost of one plan update/revision \$ 2,870.00 times 11	\$ 31,570.00
2.1.2 Development of new SSEPP plan	Cost of one plan \$ 5,700.00	\$ 5,700.00
2.1.3 Cost of training at 11 5311 sites	Cost of one on site training \$ 2,300.00 times 11	\$ 25,300.00
2.1.4 Cost of additional trainings for the Division (up to 5 per year)	Cost of one training \$ 3,340.00 X 5	\$ 16,700.00 **
2.1.5 Update of SPIDER materials	Cost of updating SPIDER Notebook \$ 20,000.00	\$ 20,000.00
2.1.6 Printing/Production of updated SPIDER Handbook (125 notebooks)	Cost of printing one SPIDER notebook \$ 50.00 times 125	\$ 6,250.00
2.1.7 SPIDER Workshop (2 workshops)	Cost of one workshop \$ 4,600.00 times 2	\$ 9,200.00
2.1.8 Develop a continuity plan of operations for the Division	Cost of plan	\$ 14,880.00
Task 2.1.9 Technical Assistance -- Cost per Hour Estimated number of hours 50	Cost per 1 hour \$ 162.50 times 50	\$ 8,125.00
2.2 Initial meeting and Progress Meetings (3 meetings)	Cost of one meeting \$ 3,140.00 times 3	\$ 9,420.00
GRAND TOTAL BID		\$ 147,145.00
Optional Tasks (Will NOT BE CONSIDERED IN BID AWARD)		
Task 2.1.10 Alternate version of SPIDER and 125 printed copies	Total Project Cost \$ 26,250.00	\$ 26,250.00

Vendor Name: Lazaro & Noel LLC

Vendor Address: 136 Berkey Drive, Suite 101
Johnstown, PA 15904

Date: 12/17/2010

Signature: 

** The total cost for 2.1.4 is for 5 workshops. If the intent was to calculate the GRAND TOTAL BID to include only 1 workshop in 2.1.4, the GRAND TOTAL BID would be \$133,795.00.

BID FORM #2
CERTIFICATION OF RESTRICTIONS ON LOBBYING

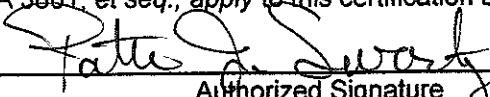
The undersigned [Vendor, Contractor] certifies, to the best of his or her knowledge and belief, that:

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, LAZARO & NOEL, LLC, 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.

12/14/10
Date


Authorized Signature

PRINCIPAL, LAZARO & NOEL, LLC.
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),


LAZARO + NOEL, LLC. (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 tot his certification.)

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

LAZARO + NOEL, LLC., 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.



Signature and Title of Authorized Official

BID FORM #4

LAZARO + NOEL, LLC 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.

Date Dec. 14, 2010

Authorized Signature Patricia J. Swartz

Title PRINCIPAL

Company Name LAZARO + NOEL, LLC.

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.

DEC. 14, 2010

Date

Patricia J. Swortz

Authorized Signature

PRINCIPAL

Title

LAZARO & NOEL, LLC

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 _____

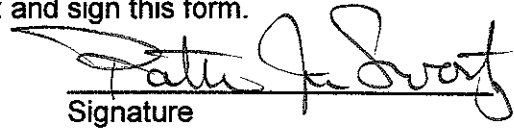
No. 3 _____

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

LAZARO + NOEL, LLC
Company

DEC. 14, 2010
Date

**BID FORM #7
LETTER OF INTENT**

Name of Bidder's Firm: LAZARO + NOEL, LLC

Address: 136 BERKEY DRIVE - SUITE 101

City: JOHNSTOWN State: PA. Zip: 15904

Name of DBE firm: CLEAR VIEW STRATEGIES, LLC

City: PITTSBURGH State: PA Zip: 15201

Telephone: (412) 683-3635

Description of work to be performed by DBE firm:

- DEVELOPMENT/UPDATE OF 5 SSEPP PLANS
- LEAD ON TECHNICAL ASSISTANCE • PROVIDE TRAINING AS REQUESTED
- REVIEW + ASSIST WITH SPIDER DEVELOPMENT

The Bidder is committed to utilizing the above-named DBE firm for the work described above. The estimated dollar value of this work is \$ 25,000.-

AFFIRMATION OF PARTICIPATION BY DBE FIRM

This above-named DBE firm affirms that it will perform the portion of the contract for the estimated dollar value as stated above. Signature on this form does not constitute a contract between Bidder's firm and DBE's firm.

12/15/10
Date


Authorized Signature

CLEAR VIEW STRATEGIES, LLC
Company Name

PRESIDENT/MANAGING PARTNER
Title

***Please submit this bid form for each DBE firm.**

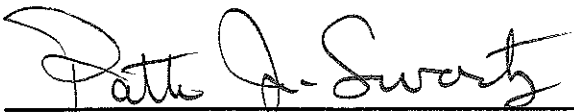
BID FORM #8
DISADVANTAGED BUSINESS ENTERPRISE
UTILIZATION

The undersigned Bidder has satisfied the requirements of the bid specification in the following manner (please check the appropriate space):

The Bidder is committed to a minimum of 20 % of DBE utilization on this contract.

The Bidder (if unable to meet the DBE goal of 5%) is committed to a minimum of _____ % of DBE utilization on this contract and has included documentation demonstrating good faith efforts.

Name of Bidder's firm: LAZARO + NOEL, LLC

By: 
Authorized Signature

PRINCIPAL
Title

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: 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.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

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.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: LAZARO + NOEL, LLC
Authorized Signature: *Ruth J. Swartz* Date: DEC. 14, 2010
State of Pennsylvania
County of Cambria, to-wit:

Taken, subscribed, and sworn to before me this 17 day of December, 2010.

My Commission expires April 28, 2014.

AFFIX SEAL HERE

NOTARY PUBLIC

Walter A. Hoffman

COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Walter A. Hoffman, Notary Public
City of Johnstown, Cambria County
My Commission Expires April 28, 2014
Member, Pennsylvania Association of Notaries

ATTACHMENT B

BIOGRAPHIES

- Michael R. Noel
- Patti J. Swartz
- Robert P. Schmitt, Ph. D.
- Laurie Andrews
- Lynn Colosi
- Anthony Hickton
- Ream Lazaro
- Gary Gleason
- Andrew Ervin
- Tim Murinich
- Lynda Conway
- Maureen Bertocci
- Leah Cochenet

Michael R. Noel
Lazaro & Noel LLC
136 Berkey Drive
Suite 101
Johnstown, PA 15904

Phone: 814-262-7535
Fax: 814-266-3557
direction@lazaro-noel.com

EDUCATION

Penn State University Graduate

EXPERIENCE

Lazaro & Noel LLC, Johnstown, PA
1998 – present
Principal
Trainer / Consultant / SSEPP Review &
Development / Policies & Procedures
Review & Development /

PennTRAIN
1993-1999
Manager / Trainer
Training Development / Policy
Development / Coordination

Cambria County Transit Authority
1980-1993
*Assistant Manager / Manager / Rural
Division*
Coordination / Operations / Labor
Relations / Policy Development

Cambria County Child Development
Center
1974-1977
Transportation Coordinator

Lazaro & Noel LLC



Michael R. Noel, a Principal of Lazaro & Noel LLC, served 16 years in management at Pennsylvania urban, rural and school-based transportation systems, dealing with all aspects of operations and safety. For 14 years, he has managed the Pennsylvania Transportation Resource and Information Network (PennTRAIN), a project of the Pennsylvania Transportation Institute at Penn State and PennDOT. An independent consultant for the last 12 years, Michael provides leadership, organizational development services, training, and safety and security consulting throughout the nation. Michael is nationally recognized in the areas of safety, security, risk management, leadership and organizational development. He is an instructor for Community Transportation Association of America, the National Transportation Institute, and PennTRAIN, where he has developed numerous programs. He was a lead developer of the award-winning PennSCORE, now TransitSCORE, driver training program. He has served as a member of the National Rural Transportation Assistance Programs' Advisory Committee, various committees of the American Public Transportation Association, his local transit system Board, and is a founding member of the Community Transportation Association of America.

PROJECT EXPERIENCE

PennSCORE/TransitSCORE

1999-present – Developer and trainer for the award-winning PennSCORE driver training program

National RTAP STARTS Driver Safety Model

2007-present – Developed, as a team member, portions of the National RTAP manual still under revision for national distribution in 2008.

National Transit Institute

2006-present – As adjunct instructor, trains on NTI's Safety and Security programs.

Hazleton Public Transit SSEPP Development

2006-2007 – Conducted on-site assessments of Hazleton Public Transit's contractors and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

Allegheny County Transit

2005-2006 – Conducted on-site assessments of Allegheny County Transit and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

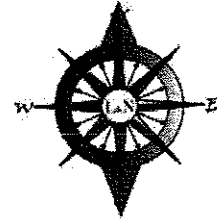
Maryland Transit Administration

2004-2006 – Provided comprehensive assessment, recommendations and training to Maryland's 5311 agencies for efficiency and improvement through the directive of the Secretary of Transportation.

WV DPT Spider Revision and Training

2006-As a team member, revised portions of the SPIDER Safety and Security Manual and SSEPP template and presented the material to WV transportation systems.

Lazaro & Noel LLC



"Providing Direction"

Patti J. Swartz
Lazaro & Noel LLC
136 Berkey Drive
Suite 101
Johnstown, PA 15904

Phone: 814-262-7535
Fax: 814-266-3557
direction@lazaro-noel.com

EDUCATION

University of Pittsburgh
B.S., Secondary Education; Mathematics,
cum laude

EXPERIENCE

Lazaro & Noel LLC, Johnstown, PA
1998 – present
Principal, Manager
SSEPP Review & Development / Policies
& Procedures Review & Development /
Training Development / Computer
Specialist, Graphics & Web Design

Cambria County Community Action, Inc,
Johnstown, PA
1990-1999
Resource Specialist / Counselor

Educator
1988- 1999
Adult Educator / High School Educator /
Tutor

Patti J. Swartz is a Principal of Lazaro & Noel LLC, which provides training and organizational development services. Ms. Swartz has been coordinating the services of Lazaro & Noel LLC since 1998. She is NIMS certified and provides Safety, Security and Emergency Preparedness Plan auditing and development, incognito customer service assessments, drug and alcohol procedures, standard operating procedures and policy assessments, as well as training and material development.

Ms. Swartz is familiar with the Federal Transit Administration's rules and regulations, as well as ADA regulations and assessment.

PROJECT EXPERIENCE

Hazleton Public Transit SSEPP Development

2006-2007 – Conducted on-site assessments of Hazleton Public Transit's contractors and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

National RTAP STARTS Driver Safety Model

2007-present – Developed, as a team member, portions of the National RTAP manual still under revision for national distribution in 2008.

Allegheny County Transit

2005-2006 – Conducted on-site assessments of Allegheny County Transit and Threat & Vulnerability review. Documented and developed recommendations for improvements, hazard protocols, and finalized SSEPP document.

WV DPT Technical Assistance

2005-2007 – Provided technical assistance concerning SSEPP development to several 5311 transit agencies following the presentation of revised SPIDER manual.

Maryland Transit Administration

2003-2005 – Provided technical assistance concerning SSEPP development to several Maryland transit agencies.

Maryland Transit Administration

2005 – Provided all logistics for an MDOT / MTA 3-day conference for all 5311 Maryland transit agencies (approximately 75 attendees) through the directive of the Secretary of Transportation.

Robert P. Schmitt
RTR Associates

412-421-5462
rtrschiitt@comcast.net

Qualifications

Dr. Schmitt's transit experience started at the University of Iowa where he developed, along with the Director of the Office of Traffic and Parking, the initial Cambus system, which provided over one million passenger trips during its first year of service. Over the Past 30 years he has provided technical assistance services and training to rural and urban systems throughout Wisconsin and Pennsylvania. He has worked directly with more than 30 local transit providers in planning, implementation and evaluation of transit operations. He has provided technical assistance on new starts, fixed-route service evaluation, fixed-route accessibility, shared-ride service evaluation and board training for Pennsylvania transit programs. In the early 1990s Dr. Schmitt developed three manuals for the Pennsylvania RTAP. These manuals addressed topics in fixed-route service evaluation, Shared-Ride service evaluation and transit board training. In addition, Dr. Schmitt developed and taught passenger assistance and ADA training programs for more than 150 systems in 21 states. The Passenger Assistance Train-the-Trainer course has been continuously upgraded and taught since 1988.

From 1973 until 1985, Dr. Schmitt worked at the University of Wisconsin--Milwaukee where he pioneered the establishment the Office of Statewide Transportation Programs (now the Center for Transportation Education). The major functions of the Program were transit course development and technical assistance. While at the University he managed or co-managed projects valued at more than \$750,000. In 1976, Dr. Schmitt developed one of the first national conferences to address problems with transportation for people with disabilities and seniors.

Since 1985 Dr. Schmitt has been a consultant in public transit specializing in training and technical assistance. He has worked with numerous transit systems in the Commonwealth on a variety of projects ranging from system wide transit studies and new starts to customer surveys, service changes and shared-ride fare increase applications. He also has developed conducted training programs in transit and Paratransit management and evaluation as well as training in customer service, train-the-trainer, personal effectiveness and diversity.

Since 1998 Dr. Schmitt has been a consultant to the Pennsylvania RTAP PennTRAIN program to assist in the development of PennSCORE, a training program consisting of 100+ hours of training in various aspects of transit operations. This popular certificate program has won two national awards for excellence. In addition, Dr. Schmitt has been an instructor in the popular Professional Supervisor Program, PennTRAIN for the past six years.

In 2002-03, Dr. Schmitt was project director of eight Management Performance Reviews of PA Class 3 and 4 transit systems. He was also a team member in three other Management Reviews. These reviews consisted of a comprehensive assessment of management systems including finances, operations, maintenance, personnel and board oversight.

From 1993 until 2010, Dr. Schmitt has directed the Transportation Advocacy Project, a program supported by the Pennsylvania Developmental Disabilities Council. The project's main goals are to improve transportation for people with disabilities in Pennsylvania and to create a statewide coalition of advocates for better, affordable transportation. A major achievement of this project involved getting people with disabilities and transit professionals to come together to support the expansion of affordable transportation for persons with disabilities in rural areas of the state. Efforts to achieve this goal have consisted of the establishment of the Shared-Ride Transportation Pilot Project for Persons

with Disabilities in eight counties of Pennsylvania. This program continues to be expanded to additional Pennsylvania counties. The Transportation Advocacy Project also monitors ADA issues that arise from both the provider and user side of public transit service (fixed-route and paratransit).

At present Mr. Schmitt is director of a DD Council project (2007-2010) devoted to finding options and solutions for work trip travel for persons with disabilities. Project staff also work with the PA Transportation Alliance to implement fully the Persons with Disabilities Rural Transportation Program in all 65 eligible counties in PA.

As a member of the Steering Committee of the Committee for Accessible Transportation, Dr. Schmitt lead a thorough assessment of the policies and operating procedures of the ACCESS Paratransit service in Allegheny County. Major attention was given to ACCESS's conditional eligibility criteria and how it is applied. This effort involved working with ACCESS personnel and a committee of users with disabilities. Numerous suggestions were made to improve the service and the clarity of information provided to users with disabilities.

Dr. Schmitt attended the Indiana University of Pennsylvania where he earned a B.S. degree. He earned an M.A. and Ph.D. in Quantitative Geography and Planning from the University of Iowa. His professional career includes developing and teaching courses in transportation, urban affairs, geography and quantitative methods and conducting research in transportation for the Federal Transit Administration and the Federal Highway Administration. His ability as a trainer is supported by consistently high ratings on participant evaluations.

In 1994, Dr. Schmitt was awarded the Wes Grambsch Award for his significant contribution to transportation for the elderly and people with disabilities in Wisconsin. The Wisconsin Rural and Paratransit Providers (WRAPP), the State association of Paratransit providers, presented the award. He also received the Associate Member of the Year award from the Pennsylvania Public Transportation Association in 2000. Dr. Schmitt is a member of the Committee for Accessible Transportation, Port Authority of Allegheny County and an associate member of the Pennsylvania Public Transportation Association.

Robert P. Schmitt
RTR Associates
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rtrschmitt@comcast.net
4154 Winterburn Ave.
Pittsburgh, PA 15207



EDUCATION

Clarion University of Pennsylvania
BS Business/Economics

AFFILIATIONS

- American Public Transportation Association
- Community Transportation Association of America
- Community Transportation Association of Virginia
- Ohio Public Transportation Association
- Pennsylvania Public Transportation Association
- West Virginia Public Transportation Association

PREVIOUS EXPERIENCE

Port Authority of Allegheny County
1979-2003
Transit Operations/Systems
Implementation/Labor Negotiations

Clear View Strategies is certified
DBE/WBE in Connecticut, Georgia,
Maryland, North Carolina,
Pennsylvania, and West Virginia

Clear View Strategies, LLC
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landrews@clearviewstrategies.com

SUMMARY

Laurie has over 30 years experience in public transportation operations and planning including a 24 year career at Port Authority of Allegheny County culminating as Chief Operations Officer. Her areas of expertise include scheduling, service planning, systems implementation, business process review and labor negotiations.

**PROJECT EXPERIENCE
TECHNOLOGY PLANNING, CONSULTING & PROJECT
MANAGEMENT**

August 2006 to July 2011, Altoona Metro Transit (AMTRAN)
Project manager for multi-year project, leading the effort to perform a needs analysis, business process review and develop strategic plan for technology upgrades, develop specifications and manage implementation and integration of ITS/SmartBus system. Develop and implement process changes for cash handling, payroll processing and maintenance inventory.

ITS IMPLEMENTATION AND PROJECT MANAGEMENT

October 2008 to December 2010, Butler Transit Authority, Butler PA
Developed RFP for ITS/SmartBus installation. Project manager for implementation and integration of ITS systems. Work with agency and private service provider to adapt current practices and procedures to maximize value of ITS implementation. Analyze impacts of new fare boxes on data collection and reporting and work with ITS and farebox vendors through integration process.

PUBLIC TRANSPORTATION OPEN-ENDS I AND II

November 2007—October 2012, PennDOT, Harrisburg, PA
As a subconsultant to Gannett Fleming (I) and Michael Baker Jr. Corp. (II), Clear View is providing technical and planning assistance on a work order basis to the state's transit agencies. Our gamut of work is vast consisting of: managing a transit agency for 8 months to assess and improve finances, personnel, operations and capital program; conducting an assessment of transit advertising to determine capacity of the state's transit agencies to generate revenue through the sale of space on their assets for ads; and assessing and restructuring the routing structures of two medium-sized transit agencies.

SAFETY, SECURITY, EMERGENCY PREPAREDNESS PLANS

August 2008 to December 2009, West Virginia Division of Public Transit
As a subconsultant to Lazaro & Noel to review draft SSEPP plans for 11 small rural transit agencies in West Virginia and assist in developing final plans and coordination with local/county Emergency Management agencies.

MARKETING AND PROFESSIONAL SERVICES

May 2007 to December 2007, Greensboro Transit Authority
Provide various consulting services to improve operations and image of the transit authority including; reviewing and revising paratransit policies and processes; reviewing of data collection and reporting; analyzing paratransit fare structure; and assisting in development of new service initiatives.

EDUCATION

St. Francis University
MA Industrial Relations

Duquesne University
BA Journalism/Communications

AFFILIATIONS

American Public
Transportation Association

Community Transportation
Association of America

Community Transportation
Association of Virginia

Pennsylvania Public
Transportation Association

West Virginia Public Transportation
Association

PREVIOUS EXPERIENCE

URS Corporation 2003-2004
Business Development Director

Port Authority of Allegheny County
1989-2003 — Business
Development / Marketing /
Operations

Clear View Strategies is a certified
DBE/WBE in Connecticut, Georgia,
Maryland, North Carolina,
Pennsylvania and West Virginia

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lcolosi@clearviewstrategies.com



SUMMARY

Lynn's credentials in the field of public transportation include: all aspects of transit planning like: route analysis; human services transportation coordination; fare system analysis; customer service programs and policies; and joint development including Transit Oriented Development (TOD). Her 20+ years in the business have augmented her skills as an effectual facilitator whose strengths include managing projects, building relationships and implementing revenue generating opportunities.

PROJECT EXPERIENCE

PUBLIC TRANSPORTATION OPEN-ENDS I AND II

November 2007—November 2014, PennDOT, Harrisburg, PA
As a subconsultant to Gannett Fleming (I) and Michael Baker Jr. Corp. (II), Clear View is providing technical and planning assistance on a work order basis to the state's transit agencies. Our gamut of work is vast consisting of: managing a transit agency for 8 months; assessing alternatives for coordinating human service transportation; conducting an assessment of transit advertising programs and assessing revenue potential; and assessing and restructuring the routing structures of two medium-sized transit agencies.

REGION SPECIFIC SUCCESS FACTORS

October 2008—June 2010, Southwestern Pennsylvania Commission
Conducted an assessment to gain knowledge of how transit oriented development previously occurred along the region's bus, light rail and commuter rail lines. Identified key factors that make TOD successful and conducted benchmark of TOD national best practices. Developing a tool to enable planners to apply these success factors to regional sites that are candidates for TOD.

CMAQ PROCESS EVALUATION & PROCESS REFINEMENT

January 2008-February 2010, Southwestern Pennsylvania Commission
As a subconsultant to McCormick Taylor identified and mapped the current process selecting the region's priority transportation projects, worked with 23 persons subcommittee to identify strengths and weaknesses, refined the process, and facilitated the review and ranking of the region's CMAQ projects.

SYSTEM RE-ENGINEERING & OPTIMIZATION STUDY

September 2007 to March 2009, MARTA, Atlanta, Georgia
As a subconsultant to HDR, responsible for comprehensive review and assessment of MARTA's existing Customer Service Program including customer service model, customer information materials, sales and promotional programs, system map and rail station amenities and public address system.

COLTS ROUTE ANALYSIS

June 2009—June 2010, COLTS, Scranton, PA
Reviewed and assessed COLTS routes relative to performance standards. Researched demographic changes and new developments to identify new service opportunities. Assessed current routes and new service opportunities and determined recommendations for a new service structure.



Ideas That Move People

EDUCATION

Dale Carnegie Sales Training

Robert Morris University — Business Courses

AFFILIATIONS

American Public Transportation Association

Community Transportation Association of America

Pennsylvania Public Transportation Association

Pittsburgh Advertising Federation

PREVIOUS EXPERIENCE

Port Authority of Allegheny County
1983-2007

Sales / Marketing / Treasury
Operations / Labor Relations

WBE/DBE STATUS

Clear View Strategies is a certified DBE/WBE in Connecticut, Georgia, North Carolina, Ohio, Maryland, Pennsylvania, and West Virginia

COMPANY INFORMATION

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ahickton@clearviewstrategies.com

SUMMARY

Anthony's credentials in the field of public transportation include all aspects of: advertising sales; marketing; customer service; and service planning. He is particularly effective at building successful programs and generating new revenue opportunities. He has an entrepreneurial spirit and a tireless energy to succeed. Anthony's 25 years in the public transportation industry have enhanced his skills as an effective manager whose strengths include solving problems, building relationships and accomplishing goals.

PROJECT EXPERIENCE

FIXED ROUTE TRANSIT ADVERTISING

July 2009 to June 2012, Westmoreland County Transit Authority, Greensburg, Pennsylvania

Project manager responsible for selling space on all of WCTA's vehicles, developing marketing and sales materials, building relationships and finalizing deals in order to maximize visibility and revenue.

SHARED RIDE TRANSIT ADVERTISING

March 2009 to February 2010, Washington Rides, Washington, Pennsylvania

Project manager responsible for developing policy and selling space on Washington Rides assets in order to generate alternative revenues for the operation of the transit agency. Other duties include monitoring inventory, facilitating installation and removal of advertisements, building relationships and closing deals.

STATEWIDE TRANSIT ADVERTISING ASSESSMENT

September 2008 to May 2009, Pennsylvania Department of Transportation, Bureau of Public Transit, Harrisburg, Pennsylvania

Project manager responsible for assessing existing conditions of advertising programs among the state's transit agencies and each agency's ability to generate non-traditional revenue streams.

REGION-SPECIFIC TOD SUCCESS FACTORS

October 2008 to June 2009, Southwestern Pennsylvania Commission, Pittsburgh, Pennsylvania

Responsible for assessing current conditions of TODs and how development occurred previously along Southwestern Pennsylvania's bus, light rail and commuter rail lines. Also assisted with identifying key factors that make TOD successful and conducting benchmark of TOD national best practices.

ROUTE ANALYSIS AND TRANSIT SERVICE PLANNING STUDY

April 2009 to December 2009, Luzerne County Transit Authority, Wilkes Barre, Pennsylvania

Responsible for assessing conditions and performance of current routes and structure, and assisting with identification and development of new service initiatives.

TRANSIT ENHANCEMENT MODEL

June 2009 to February 2010, Mid Mon Valley Transit Authority, Charleroi, Pennsylvania

Responsible for assessing conditions and performance of current routes and structure, and assisting with identification and development of new service initiatives.

REAM LAZARO

Ream Lazaro has worked in bus and rail public transit for thirty-three years. Ream is presently a Senior Consultant with Boyd, Caton & Grant Transportation Group, Inc (BCG). In that capacity he is actively involved with the development and delivery of the Federal Transit Administration *Transit Bus Safety and Security Program* on which he serves as Project Technical Lead. Ream served as a non-commissioned officer in the US Army and afterwards went to undergraduate and graduate school on the GI bill. He then spent a decade and a half managing safety, security, skills and leadership training in bus and rail public transit operations located in Washington D.C. (WMATA), New Jersey (NJ Transit) and Utah (Utah Transit Authority). After working inside these large urban transit agencies and prior to joining BCG, Ream spent almost 2 decades as an independent consultant providing a wide range of consulting and training support to national and state associations, federal and state government agencies and urban, rural, and community transportation systems. He is nationally recognized in the areas of transit security, operational safety, human resource management and organizational development. He has worked as a part-time employee of Rutgers University where he developed and delivered security awareness training courses for the National Transit Institute (NTI). Ream is also a trainer and consultant for the Community Transportation Association (CTAA) and in that role assists in the management and delivery of their Certified Safety and Security Manager Program.

Contractor Expertise

Nusura, Inc. is a specialized emergency management consulting firm with unique subject matter expertise in public transportation, emergency management, and business continuity planning, training and exercises. Leadership staff for this project will be drawing on more than 20 years of experience in the transit industry including work as fellows with NTI, ambassadors for CTAA, and board members of transit organizations. Nusura will lead all elements of this emergency planning, training and exercise program in close coordination with WVDOT contractor Michael Noel and the West Virginia Department of Transportation Division of Public Transit.

Key Staff

Gary Gleason, Project Lead

Gary Gleason is the vice president of Nusura and has worked in public transportation since 1990, and in emergency management since 1998. Awarded a Fulbright scholarship in civil protection in 2008, Gleason is an expert in emergency planning, training and exercises for transit agencies and departments of transportation. He has provided training and/or technical assistance in Canada, Germany, Portugal, and all but 11 states in the U.S. In 2010 Gleason was named an adjunct professor with the US Department of Transportation's Transportation Safety Institute.

Gleason began his career as the director of marketing and planning for a regional transportation authority in Colorado where he developed award-winning marketing campaigns, led interagency planning initiatives, and helped develop the agency's first Americans with Disabilities Act compliance plan. He also served as the president of the Colorado Association of Transit Agencies (CASTA). Gleason then went to work as a disaster assistance employee for FEMA, working in public affairs on 20 major disasters.

In recent years he served as principal investigator/project lead for numerous transit planning and training programs and publications including the West Virginia DOT Division of Public Transit Emergency Operations Plan, the WMATA Emergency Public Information and Crisis Communications Plan, the California Emergency Management Agency Evacuation Planning Project for People with Disabilities and Older Adults, the Caltrans Transit Emergency Planning Guidance, the National RTAP Safety Training And Rural Transit (START) module, and the JIC/JIS Framework for the University of Chicago/Argonne National Laboratory. He is currently co-principal investigator for the Transportation Research Board TCRP A-37 study on paratransit emergency preparedness and response.

Andrew C. Ervin

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ervandjo@yahoo.com

Andrew C. Ervin retired from the METRO Regional Transit Authority, in Akron, Ohio in 2007 after working for more than thirty years in the transit industry. At the time of his retirement, Andy served as METRO's Manager of Safety, Training and Claims. His responsibilities included overseeing all safety and environmental functions and all elements of training including motivational and developmental programs for METRO employees, as well as acting as a liaison for legal counsel and service organizations. He interacted with local and national training organizations, consortiums and institutions to refine training and curricula to remain current with educational trends. He also served as Chairman of METRO's Safety Committee and METRO's Employee Educational Assistance Program. Andy was appointed to the Summit County Local Emergency Planning Committee by then Ohio Governor Robert Taft in January 2001.

Mr. Ervin has been involved in the creation and/or delivery of a myriad of training programs with numerous public and private transit-related organizations, including the National Transit Institute (NTI), the United States Department of Transportation's Transportation Safety Institute (TSI), the American Public Transportation Association (APTA), the Canadian Urban Transportation Association (CUTA), the Ohio Department of Transportation (ODOT), the Ohio Transit Risk Pool (OTRP), the Central Ohio Agency on Aging (COAA), the Cleveland Clinic, and the Joseph and Edna Josephson Institute of Ethics.

Andy is an Adjunct Instructor with the National Transit Institute, located at Rutgers University. Additionally, Andy is an Associate Staff Member of the United States Department of Transportation's Transportation Safety Institute. He has successfully completed the United States Department of Transportation's Transit Safety and Security Program. He is a former member of the Ohio Public Transportation Association's Security Committee. Additionally, Andy holds the certification of Certified Training and Safety Reviewer awarded by The Community Transportation Association.

Mr. Ervin is a certified trainer/facilitator for the following classes, conducted by the Transportation Safety Institute, the National Transit Institute, and/or the Canadian Urban Transportation Association:

- **Transit Bus System Safety**
- **Instructor's Course in Bus Operator Training**
- **Instructor's Course in Alternative Fuels Safety**
- **Instructor Excellence**
- **Effectively Managing Transit Emergencies**
- **Security Awareness for Transit Employees**
- **Security Incident Management for the Transit Supervisor**
- **Securing Community Mobility**
- **Terrorist Awareness, Response and Recognition**
- **Fatigue Awareness for Transit Employees**
- **Transit Ambassador**

Andy attended the University of Akron majoring in secondary education with a minor in criminal justice. He is a lifelong resident of Akron, Ohio and has been married to his lovely wife Joann for 43 years. Andy and Joann have two sons and two wonderful grandchildren. Andy's hobbies include nature photography, hiking, camping, tennis, and golf.

Tim Mudrinich

4409 Garvers Ferry Road
Lower Burrell, Pa.
15068

(H)-724-224-2528
(C)- 412-480-4941

Profile

➤ Results oriented , dependable professional who readily supports operating plans and corporate initiatives. Excels in fast paced environments as well as in supervising and motivating staff to increase productivity. Works well independently and as part of a team.

- Transportation {Bus} (Operations Management)
- Maintenance {Bus} (Processes and Procedures)
- Labor Relations (Hearings , Arbitrations)
- Safety (Bus Accident Investigation)
- Employee Development (Retraining/Customer Focus) within a strong union environment.

Highlights of Accomplishments - (Port Authority of Allegheny County)

- 1993-2003 - Maintenance supervisor at the Harmar Division which was recognized for having the highest miles between road failures. (Bus)
- 1996 - Developed new mini bus interior cleaning process, implemented system wide.
- 2002 - Participated on a work team that developed and implemented a system wide Maintenance Work Order system (Web Based) for Bus Maintenance Tracking to include hours worked, progress of work on jobs and employee time.
- 2003 - Managed the Object Detection System project at the Harmar Division. Worked with officials from the Pennsylvania Department of Transportation and the Federal Transit Administration to bring over \$1,000,000 and a bus simulator to the Port Authority.
- 2004 - Represented Port Authority of Allegheny County on the Procurement Team for the new Gillig bus purchase at the Gillig manufacturing plant in Hayward California
- 2005 - Member of the Serious (Bus) Post Accident Procedures Manual committee. Implemented system wide.
- 2006 - Participated on committee to oversee Bus Appearance Procedures, implemented system wide.
- 2007 - Appointed by CEO of Port Authority of Allegheny County to oversee newly developed Employee Relations Plan to be implemented system wide.
- 2010 - Participated in the procurement of seventy 40' buses, and 25 articulated buses.

Core Competencies

- Project Management
 - Performance Definition
 - Process Improvement
 - Strategic Management
 - Negotiation
 - Employee Development
-
-

Professional Experience

- 1986-1993 - Worked as an "A" Mechanic and on serious bus accident repair. (Body Work) and general maintenance up to and including engine and transmission exchanges, along with state inspections on buses.
 - 1993-1998 - First level supervisor - Maintenance {Bus}
 - Supervised 30 mechanics / repairmen - Bus Maintenance / Service Delivery
 - Supervised 15 Garage Attendants - Cleaning / servicing buses
 - 1998-2003 - Maintenance Manager - Harmar Division
 - Supervised 75 Mechanics/Repairman
 - Supervised 30 Garage Attendants
 - Supervised 4 first line supervisors
 - Maintained Maintenance Operating Budget
 - Oversee inventory / bus parts
 - Review supervisors schedules / duties
 - 2003-2005 - Assistance Director / Service Delivery - Transportation & Maintenance - Harmar Division
 - Assist Director to oversee division operations:
 - Maintenance of Bus Fleet - 105 employees
 - Transportation Operations - 215 employees
 - Review accident forms / Injury on Duty issues.
 - Process customer complaints.
 - Review discipline issues with Director.
 - 2005-Present - Director - Transportation & Maintenance - Harmar Division
 - Maintenance of Bus Fleet - 105 employees
 - Transportation Operations - 220 employees
21 supervisors
 - Direct workforce, provide support to staff.
 - Review all aspects of Service Delivery (Eastern area of Pittsburgh region).
 - Oversee all aspects of Customer Service (Complaint reviews, accident investigations, Stop calling {Federal ADA Requirement}).
 - Handle all emergency situations (Bus Accidents, Employee injuries)
 - Employee Relations / Discipline issues (Hearings, Arbitration)
 - Maintain operating budget.
-
-

Lynda L. Conway
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Education

Carnegie-Mellon University	Master of Public Management (with distinction)
Duquesne University	Master-level courses in Special Education
Washington & Jefferson College	B.A. in Political Science and Sociology

Numerous seminars, workshops and training courses in Human Resources, Employment Law, Labor Relations, Negotiations, Mediation, Safety, Security, Leadership, Teams, Risk Management, Fraud Investigation, Accident Investigation, Hazardous Materials Transportation, Management and Public Transportation.

Professional Experience

1995 to date **PENNSYLVANIA SELF-INSURERS' ASSOCIATION**
P.O. BOX 706, SCHUYLKILL HAVEN, PA 17972

Editor

Produce and publish bi-monthly newsletter. Design, coordinate and one of the instructors for bi-annual *A to Z Workers' Compensation Administrative and Management Training Course*. Past-president and program-chair.

Dec. 2008 to Aug. 2010 **HUNTINGTON NATIONAL BANK**
2739 SOUTH PARK ROAD, BETHEL PARK, PA 15102

Customer Service Representative (part-time)

Responsible for processing customer transactions, providing customer service, daily balancing and contacting customers for increased sales.

1979 to July 2007 **PORT AUTHORITY OF ALLEGHENY COUNTY**
345 SIXTH AVENUE, 3RD FLOOR, PITTSBURGH, PENNSYLVANIA 15222-2527

Assistant General Manager Planning and Service Development

Responsible for Planning and Service Development Division with an operating budget exceeding \$5 million dollars. Division included service planning, planning, strategic planning, schedules, marketing, communications, business development, community outreach, media relations, sales, service center and customer service. Over 75 employees including professionals and skilled workers – represented and non-represented employees. Represented Port Authority at community, governmental and business meetings.

Assistant Operations Office - Bus

Responsible for overall bus operations with an operating budget exceeding \$78 million dollars. Managed day-to-day operations of five bus divisions, road operations, driver training, service planning and schedules. Responsible for over 1600 employees. Staff comprised of professionals and skilled workers – represented and non-represented employees. Represented Port Authority at community, governmental and business meetings.

Director of Service Planning & Schedules/Operations Analysis

Responsible for operational and support functions for the Operations Divisions with an operating budget exceeding \$1.7 million dollars. Responsibilities included service planning; service development; schedules; timetables; rider information; transit amenities (stops, shelters, park and ride lots, signage); long term detours; contracts; service data collection and analysis; fare policy and analysis; service policy and standards; and, fare instruments. Over 25 employees including professionals and skilled workers – represented and non-represented employees. Represent Port Authority at community, governmental and business meetings.

Manager of Operations Administration

Responsible for the administrative functions for the Operations Division (bus, rail and incline). Responsibilities included capital budgets; operating budgets; implementation and monitoring of safety, health, quality assurance, drug and alcohol compliance programs; dispatching; field coordination; policies; procedures; and, quality control programs. 72 employees comprised of professionals and skilled workers – represented and non-represented employees. Represented Port Authority at community, governmental and business meetings. Coordination of Human Resources Policies and Procedures.

Operations Manager, East Liberty Garage

Responsible for all operational aspects (maintenance, transportation and administration) of the East Liberty Bus Garage. A 24-hour operation facility with over 250 buses, annual ridership exceeding 17 million and over 500 employees including professionals and skilled workers.

Assistant Manager of Health and Safety Department

Supervisor and Administrator of Workers' Compensation, Human Resources Division

Administrator of self-insured and self-administered Workers' Compensation Program for more than 3,000 employees. Responsible for all aspects of administering workers' compensation from compliance to reserving. Developed and implemented health and safety programs and supervisory training programs. Coordination of Human Resources Policies and Procedures.

Senior Planner for Service Policy and Fare Analysis

Responsible for the development and implementation of service standards, policies and procedures. Analyzed ridership and fares and prepared documentation and reports to the Federal Transportation Administration and other agencies. Supervised four professional employees. Oversaw programs and procedures to maximize use and effectiveness of Private Carrier operations.

Supervisor, Assistant Supervisor and Manager Trainee

Claims Department/Workers' Compensation Department

Responsible for office procedures complying with Pennsylvania Workers' Compensation Act. Investigated and evaluated claims for acceptance or denial, interviewed claimants and medical professionals, and managed claims from start to finish. Prepared statistical analyses, developed and implemented multiple audit processes and training programs. Prepared and justified reserves. Coordination of Human resource Policies and Procedures.

Professional Presentations/Training

- Numerous public and community presentations relative to Port Authority of Allegheny County from both the operations and transit service perspectives. Developed and presented technical training programs including workers' compensation, supervisor, management, health, safety and organizational skills. Presentations made to diverse audiences including: Public-At-Large, Federal Transit Administration, City of Pittsburgh, Pennsylvania Department of Transportation, CommuteInfo, Pennsylvania Self-Insurers' Association, Allegheny Transit Council, University of Pittsburgh, Pittsburgh Downtown Partnership and various Allegheny County Communities, Schools and Businesses.
- Numerous presentations and training including both technical and managerial sessions. Examples of presentation topics included:
 - *Service Scorecard,*
 - *Service & Scheduling Practices and Challenges,*
 - *Reducing Absenteeism,*
 - *A Multi-Disciplinary Approach to Managing Workers' Compensation,*
 - *Schedule Writing,*
 - *Administering Pennsylvania Workers' Compensation,*
 - *Accident Investigation,*
 - *Safety Programs, Job Safety Analyses, Safety Committees, and*
 - *Orientation Programs.*

SKILLS/EXPERIENCES

- Managing Represented and Non-Represented Employees • Arbitrations • Labor Contract Provisions • Negotiations • Facilitation • Internal and External Training • Strategic Planning and Implementation • Business Plans • Long and Short Term Planning • Strike Contingency Planning and Implementation • Departmental and Divisional Capital and Operating Budgets • Contract Management • Public Hearings • Community Meetings • Accident and Incident Investigation • Program Management • Developing and Implementing Standard Operating Procedures • Manpower Planning • Safety and Health • Administering and Managing PA Workers' Compensation •

OVERVIEW OF ACCOMPLISHMENTS

- Consistently reduced operating costs, examples:
 - Reduced service hours while increasing ridership. Port Authority had a 9% fare increase and 6% reduction in service hours in 2002. One year later, we experienced an 8% ridership decline. We continued to re-design service and improve the efficiencies. From August 2003 to December 2006 we decreased weekly vehicle hours by 4% and increased ridership by 4%. The decreased in vehicle hours was achieved without public hearings with an annual savings of \$6.7 million dollars.
 - Reduced represented first line supervisor overtime and salaries. Saved several hundred thousand dollars by restructuring daily and overtime work assignments. The restructuring resulted in increased coverage while reducing costs.
 - Reduced Service and Planning Departmental costs in excess of \$400,000 dollars in one year while expanding departmental functions.
 - Reduced Workers' Compensation expenses by \$300,000 dollars in one year by promoting health and safety. This occurred before Pennsylvania adopted new Workers' Compensation legislation.
 - Initially reduced a \$700,000 dollars timetable budget by \$194,000 dollars and the following year by another \$226,000 dollars. This was achieved by reducing color panels and combining schedules. In addition, quality increased and staff time to produce timetables was significantly reduced through automation of the processes.

- Increased public awareness, involvement and participation, examples:
 - Developed a Service Scorecard to measure every transit route in the system on effectiveness, efficiency and equity. Public workshops resulted in the modification of the measurements.
 - Actively participated in community meetings for both transit service and operational issues. Community meetings include schools, universities, councils, public-at-large, local organizations, etc. Audiences ranged from 5 to 600 attendees.
 - Actively worked with businesses and organizations and provided varying levels of transit information.
 - Developed specialty timetables, take-one cards, rider alerts, brochures and other signage to alert customers of changes and provide detailed information to encourage ridership. This included posting the information at key stops.
 - Special Events Response Team was developed to streamline and organize events and effectively communicate service impacts.
 - Increased active participation of Allegheny County Transit Council and Citizens for Accessible Transportation feedback into program designs.

- Improved safe bus operations, reduced complaints and improved operator ADA compliance.

- Revamped the accident/incident database to enable instructors to review bus incidents and accidents. Thereafter, proactively followed up with operators to reduce incidents through both awareness and retraining. Accidents decreased 8%.
 - Created and implemented critical operator training modules including: Customer Relations, Dealing with Fatigue, Safety, Reducing Absenteeism, Team Building, Motivation, Troubleshooting and Leadership. Workers' Compensation injuries decreased by 6% and lost days by 29%.
 - Instituted a National Transportation Institute driver program that included the usage of a simulator to improve driving skills and customer relations. Accidents have decreased 8%.
 - Revised the Stop Calling Program which included operator training, operator awareness, supervisor follow-up and management audits. ADA compliance in 2001 was 43%, in 2005 61% and most recently in 2007 it had risen to 97%.
- Improved staff expertise and work products:
 - Developed and implemented procedures for all major functions in Bus Operations, Service Planning and Schedules and "T" (Light Rail).
 - Cross-functional assignments resulted in more informed decisions and expedited the decision making processes.
 - Managing out-of-service from multiple departments resulted in a reduction between 15% and 37% of out-of-service hours.
 - Road Supervisors increased their visibility and accountability by increasing the number of checks and observations performed in the field. They increased checks by 13% with a decrease in staffing levels.
 - Significantly improved manpower planning through multi-disciplinary committees including operations, human resources and finance staff. This team monitored operators, hourly maintenance and first line supervisor manpower each month. Classes were planned based on historical statistics resulting in improved training and preparedness to meet the service demand. This process was recognized as exceptional by external auditors.
 - Improved service standards and monitoring of Title VI compliance through the development and implementation of multi-departmental procedures, policies and monitoring initiatives.
 - Implemented comprehensive Americans with Disability Act compliance program, fire/life safety program, employee issues program and attendance program.

EDUCATION

Edinboro University
BA Computer Science / Applied
Mathematics

AFFILIATIONS

Women in Technology International
CIO Executive Council
High Technology Council
Hearing and Deaf Service
American Public
Transportation Association
Community Transportation
Association of America
Pennsylvania Public
Transportation Association
West Virginia Public Transportation
Association

PREVIOUS EXPERIENCE

AMTRAK
9/2007–7/2009
Information Officer, Operations
Port Authority of Allegheny County
11/1998 - 7/2009
Chief Technology Officer

ALSTOM—CEDLEC
5/1996—11/1998
Director of Information Technology

Clear View Strategies is a certified
DBE/WBE in Connecticut, Georgia,
Maryland, North Carolina,
Pennsylvania and West Virginia

Clear View Strategies, LLC
158 48th Street
Pittsburgh, PA 15201

Phone: 412-683-3635
Cell: 412-889-9435
Fax: 412-325-8686



SUMMARY

CIO/CTO/Director with proven mastery of leveraging information technology (IT) to gain the competitive edge while saving millions of dollars for public and private-sector enterprises. Adept at maximizing resources through business process improvements, virtualization, staff development, fiscal accountability, and vendor negotiations. Strategic visionary with innovative record in mature technologies, manufacturing resource planning and enterprise architecture development.

KEY EXPERIENCE

PROGRAM MANAGEMENT

Experienced program manager directing the design activities and system wide upgrades of network infrastructures, data center/computer room designs, data center relocations and installation/upgrades of financial systems.

GLOBAL POSITIONING SYSTEM & DISPATCHING SYSTEMS

Designed and program managed Automatic Vehicle Location systems with dispatching, emergency alarms and digital communications. Interfaced data with Google Maps to provide graphical view for customers.

ORGANIZATION DEVELOPMENT

Developed and implemented new organizational structure with customized job descriptions based on technology and business process assessments.

NETWORK DESIGN & REMEDIATION

Reviewed national network plan and remediation strategy to identify areas of potential failure and proposed tools for monitoring and analysis. Identified areas of potential automation and lacking integration. Developed service level agreements (SLA), compliance and financial objectives. Developed plan to meet holistic approach to managing network life cycle.

PROJECT EXPERIENCE

TECHNOLOGY PLANNING, CONSULTING & PROJECT MANAGEMENT

August 2006 to July 2011, Altoona Metro Transit (AMTRAN)
IT expert for multi-year project, supported the effort to perform a needs analysis, business process review and develop strategic plan for technology upgrades, develop specifications and manage implementation and integration of ITS/SmartBus system. Developed and implemented process changes for cash handling, payroll processing and maintenance inventory.

ITS TECHNICAL ASSISTANCE

September 2009 to December 2010, County of Lackawanna Transit System, Scranton, PA
Project Manager assessing current ITS and related systems and developing RFP for upgraded/new ITS functionality. Assisting agency with vendor procurement process and acting as project manager through installation and implementation. Reviewing current business processes related to ITS data and developing recommendations for improvement/expansion.

SUMMARY

Experienced, well-rounded editor and writer of fourteen-plus years—extensive editing, writing, project management, research, and design experience in the publishing industry. Dedicated to quality work and meeting deadlines. In-depth knowledge of Chicago Manual of Style and Associated Press style. Biggest strengths: Rescuing troubled manuscripts and ability to edit vast number of subjects well. Now branching into editing for governmental agencies, website editing, and e-book conversion quality checks.

EXPERIENCE

Quayside Publishing Group/MBI Publishing Co./Voyageur Press, MINNEAPOLIS, MINN.

2003-2009*Editing/writing*

- ✧ Edited at least 15 manuscripts a year, helping to shape content and flow, as well as correct grammar, punctuation, and style usage based upon the Chicago Manual of Style and in-house style guide. Subjects of these books ran the gamut from technical how-to on automobile, motorcycle, train, and tractor subjects to sports, regional travel and history, cultural Americana, architecture, nature, and rural living.
- ✧ Reviewed and proofread book layouts, checking overall design elements, display text, photo captions and placement, and body copy for consistency and proper spelling, grammar usage, and punctuation.

Project management/title acquisitions

- ✧ Managed book projects throughout publication process, adhering to strict schedules and budgets while also implementing creative content and design ideas to make each book appeal to buyers.
- ✧ Worked closely with authors so that they not only met deadlines, but also delivered the type of materials needed to make a great book.
- ✧ Collaborated with production staff on cover and book design, including creating book maps as needed.
- ✧ Oversaw and provided feedback to freelance editors who provided copyediting or proofreading for my titles.
- ✧ Selected and organized all cover and interior images for books and calendars, as well as researched and negotiated rights purchase to hundreds of photographs.

The Johnstown Tribune-Democrat, JOHNSTOWN, PA.

1998-2002

Section editor/Copyeditor/Page designer

Editing/Writing

- ✧ Edited stories on a variety of subjects—local and national breaking news, local and state government programs, business, sports, health, science, religion—for content, flow, grammar, and Associated Press style.
- ✧ Wrote news, feature, arts, and religion stories through a job-share program.

Project management/content development and research

- ✧ Maintained a quality product in a high-pressure, deadline-driven environment.
- ✧ Designed news, editorial, section fronts, and feature pages using QuarkXpress.

Press Publications, WHITE BEAR LAKE, MINN.

1996-1998

Co-interim managing editor/Copyeditor/Writer/Page designer

Writing

- ✧ Generated stories out of city, county, and school board meetings, often reviewing governmental reports and translating information into a reader-friendly news piece.

FREELANCING WORK

Quayside Publishing Group, MINNEAPOLIS, MINN.

May 2009-present

(Voyageur Press, Motorbooks, MVP Books, CPi, Zenith Press imprints)

Independent freelance copyeditor, proofer, indexer

- ✧ Copyedited manuscripts and input style codes using Microsoft Word track changes feature, referencing in-house style and spelling guides and Chicago Manual of Style as needed.
- ✧ Proofread book layouts, checking for design consistency and text errors, and compiled index entries per Chicago Manual of Style rules.
- ✧ Titles I worked on included: *Rock Island Line* (train book), *The Hot Rod Body and Chassis Builder's Guide* (technical automotive how-to), *How to Hot Rod Your Fender Amp* (technical electronics how-to), *Chevy Volt*, *Road Hogs*, *Buffalo Bills*, *New England Patriots*, *Winning* (a Paul Newman racing book), *The Complete Outdoor Builder*, *The Complete Guide to Masonry & Stonework*, *Ghost Towns of the Southwest*, *Diamond Is Forever*, *Field Guide to Goats*, and *The 4-H Guide to Raising Chickens*.

Octane Press, AUSTIN, TEXAS

2009-present

Independent freelance copyeditor, proofer

- ✧ Completed copyediting and proofreading of a few titles for upstart publishing company, including *WRX vs. Evo*, *The Jaundiced Eye*, and *Four-Stroke Motorcycle Performance Guide*.

American Guidance Services, CIRCLE PINES, MINNESOTA

2002-2003

Freelance test scoring specialist/editor

- ✧ Scored student responses on open-ended oral and written tests for all grade levels based on set content criteria and Chicago Manual of Style punctuation and grammar rules.
- ✧ Helped establish scoring criteria on both written and oral tests.
- ✧ Collaborated with other editors on phrasing of questions and instructions for test materials.

Lazaro and Noel, JOHNSTOWN, PENNSYLVANIA

2002

- ✧ Helped write and design brochures and publicity materials to promote the business' transit-consulting services.
- ✧ Reviewed and compiled employee survey results for report to client.

COMPUTER SKILLS

Well-versed in Microsoft Word, QuarkXpress, Photoshop, Excel, Outlook, Adobe Acrobat, Adobe Freehand, PowerPoint

EDUCATION

Northwestern College, ST. PAUL, MINNESOTA

1996

Bachelor's degree: Communications/Journalism with a second major in biblical studies, Magna Cum Laude

Century College, ST. PAUL, MINNESOTA

Expected May 2011

Website design certificate

REFERENCES

Michael Dregni, publisher of Voyageur Press
Press
mdregni@quaysidepub.com
(612) 344-8146

Lee Klancher, publisher Octane

lee@octanepress.com
612-221-1229

Jenny Miller, freelance manager at Quayside Publishing Group
jmiller@quaysidepub.com
(612) 344-8100

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: 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.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

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.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: LAZARO + NORL, LLC
Authorized Signature: *Father J. Swartz* Date: DEC. 14, 2010
State of Pennsylvania
County of Cambria, to-wit:

Taken, subscribed, and sworn to before me this 17 day of December, 2010.

My Commission expires April 28, 2014.

AFFIX SEAL HERE

NOTARY PUBLIC *Walter A. Hoffman*

