

Prepared for: West Virginia Division of Multimodal
Transportation Facilities (DMTF)



Technical Proposal

TRANSIT PROGRAM ADMINISTRATION

CRFP 0810 DMT2600000003
Original

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WEST VIRGINIA
DEPARTMENT OF TRANSPORTATION

Prepared by:

KFH Group, Inc.

9200 Corporate Blvd #330
Rockville, MD 20850

July 30, 2026

In association with: **RK&K**

KFH
◆ GROUP ◆



July 30, 2026

John W. Estep, Senior Buyer
West Virginia Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305

Dear Mr. Estep:

KFH Group, Inc. is pleased to submit our proposal in response to the West Virginia Division of Multimodal Transportation Facilities (DMTF) in response to CRFP 0810 DMT2600000003 for *Transit Program Administration* services. KFH Group is an experienced firm of transportation planning professionals dedicated to providing assistance to state, local, regional, and federal organizations for more than 30 years. As detailed in our proposal, we have extensive experience conducting similar planning efforts across the country, specifically as the contractor for the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA) for over 20 years. Relevant to this project, our core areas of expertise include program administration and over three decades of support to state Departments of Transportation (DOTs) and local transit operators in strengthening oversight, enhancing compliance, and improving program delivery. KFH Group has assembled a highly qualified project team consisting of experienced KFH Group professionals supported by RK&K, our subcontractor, for environmental reviews. Together, the team brings extensive experience in statewide transit program administration, FTA compliance, grant management, transit planning, technical assistance, financial oversight, and data analysis. While KFH Group is no longer certified as a DBE—having graduated from the program in 2023—we are committed to making good faith efforts to include DBE-certified firms in any sub-contracted work that may arise through this effort.

As requested in CRFP, KFH Group is submitting one (1) original and three (3) copies of our Technical Proposal and one (1) original and three (3) copies of our Cost Proposal, with the Cost Proposal submitted separately in accordance with the solicitation requirements. This proposal will remain valid for a minimum of 180 days from the submission deadline of July 30, 2026. As President of KFH Group, I am authorized to negotiate contracts for KFH Group and can be contacted at 301-951-8660 or cpatel@kfhgroup.com. Technical questions regarding this proposal should be addressed to Mr. John Giorgis, by telephone at 240-204-3709 or by email at jgiorgis@kfhgroup.com.

Thank you for the opportunity to submit this proposal. Please contact us if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Chirag Patel".

Digitally signed by Chirag Patel
Date: 2026.07.27 16:17:34
-04'00'

Chirag Patel
President

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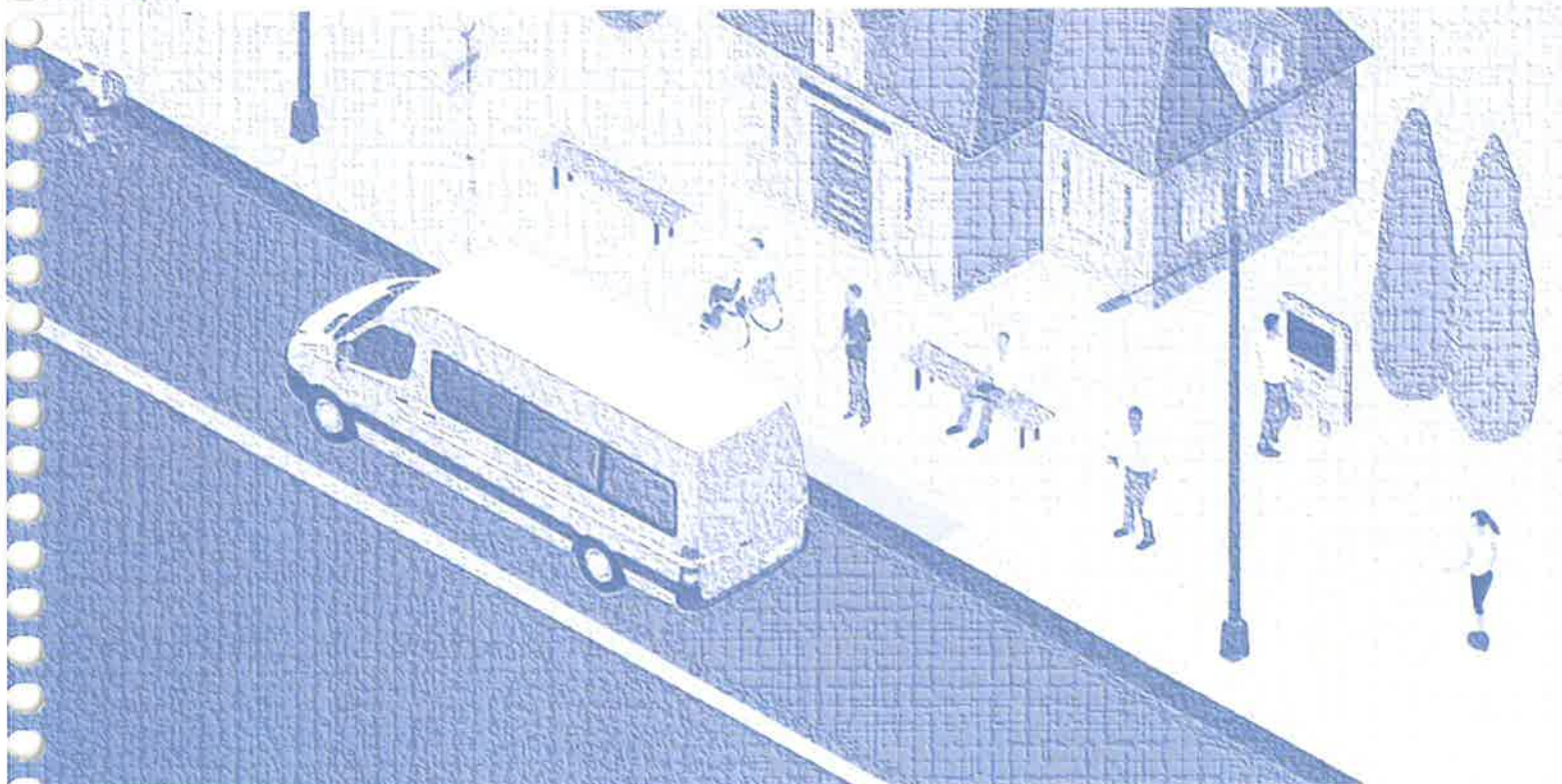
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Section 1

PROJECT MANAGEMENT PLAN



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Section 1

Project Management Plan

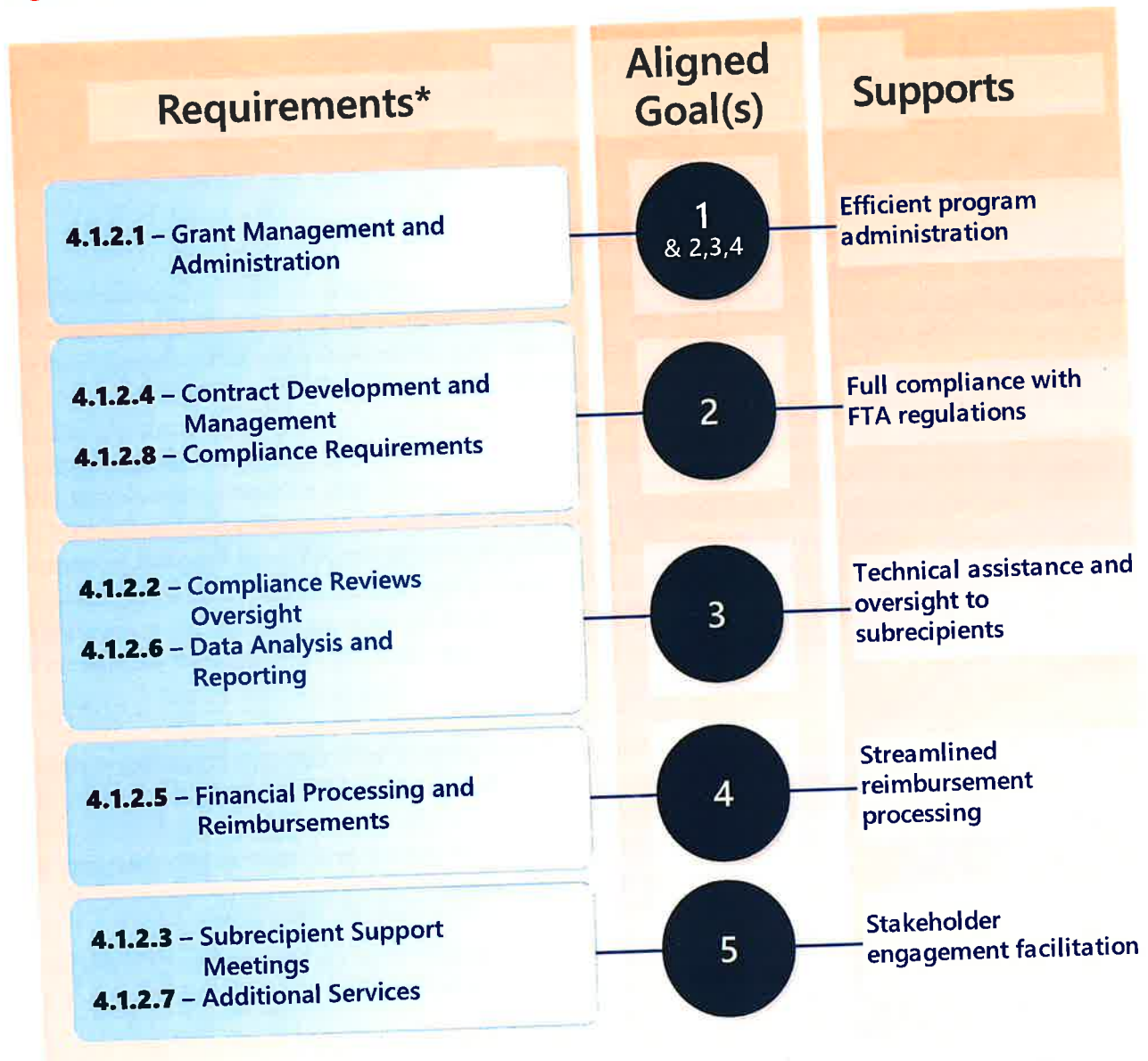
Overview

KFH Group is an experienced provider of program administration, helping states to efficiently oversee their transit programs in ways that fully comply with Federal Transit Administration (FTA) requirements and improve mobility for their subrecipients' riders. **As the contractor for the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA) for over 20 years, we have a proven business model that delivers results for State DOTs.** KFH Group has a comprehensive understanding of all aspects of statewide transit program administration and has supported state departments of transportation (DOTs) and local transit operators in strengthening oversight, enhancing compliance, and improving program delivery for thirty years. KFH Group understands that the West Virginia Division of Multimodal Transportation Facilities (DMTF) has established five goals for its Transit Program in Section 4.1.1 of its Centralized Request for Proposals (CRFP). These goals can be summarized as (1) efficient program administration; (2) full compliance with FTA regulations; (3) technical assistance and oversight to subrecipients; (4) streamlined reimbursement processing; and (5) stakeholder engagement facilitation.

KFH Group is eager to support these goals, as they are well aligned with our own corporate mission statement of "mobility that matters, access that endures." When state public transportation programs are managed efficiently with streamlined processes, full compliance with federal regulations, and stakeholder engagement that aligns the state, the subrecipients and the program's riders—the people who need mobility the most—are the ones that ultimately benefit.

Based on the stated goals, KFH Group has aligned the eight mandatory project requirements in Section 4.1.2 of the RFQ with the five goals enumerated in the previous Section. This is displayed in **Figure 1-1**.

Figure 1-1: Alignment of Mandatory Requirements with DMTF Strategic Goals



*EACH MANDATORY REQUIREMENT INCLUDES ALL ASSOCIATED SECOND-LEVEL REQUIREMENTS IDENTIFIED IN THE CRFP.

KFH Group Team

KFH Group has assembled a highly qualified project team consisting of experienced KFH Group professionals supported by RK&K, our subcontractor. Together, the team brings extensive experience in statewide transit program administration, FTA compliance, grant management, transit planning, technical assistance, financial oversight, and data analysis. The combined expertise of our team enables KFH Group to efficiently support the full range of services anticipated under this contract while providing specialized resources as individual work orders require.

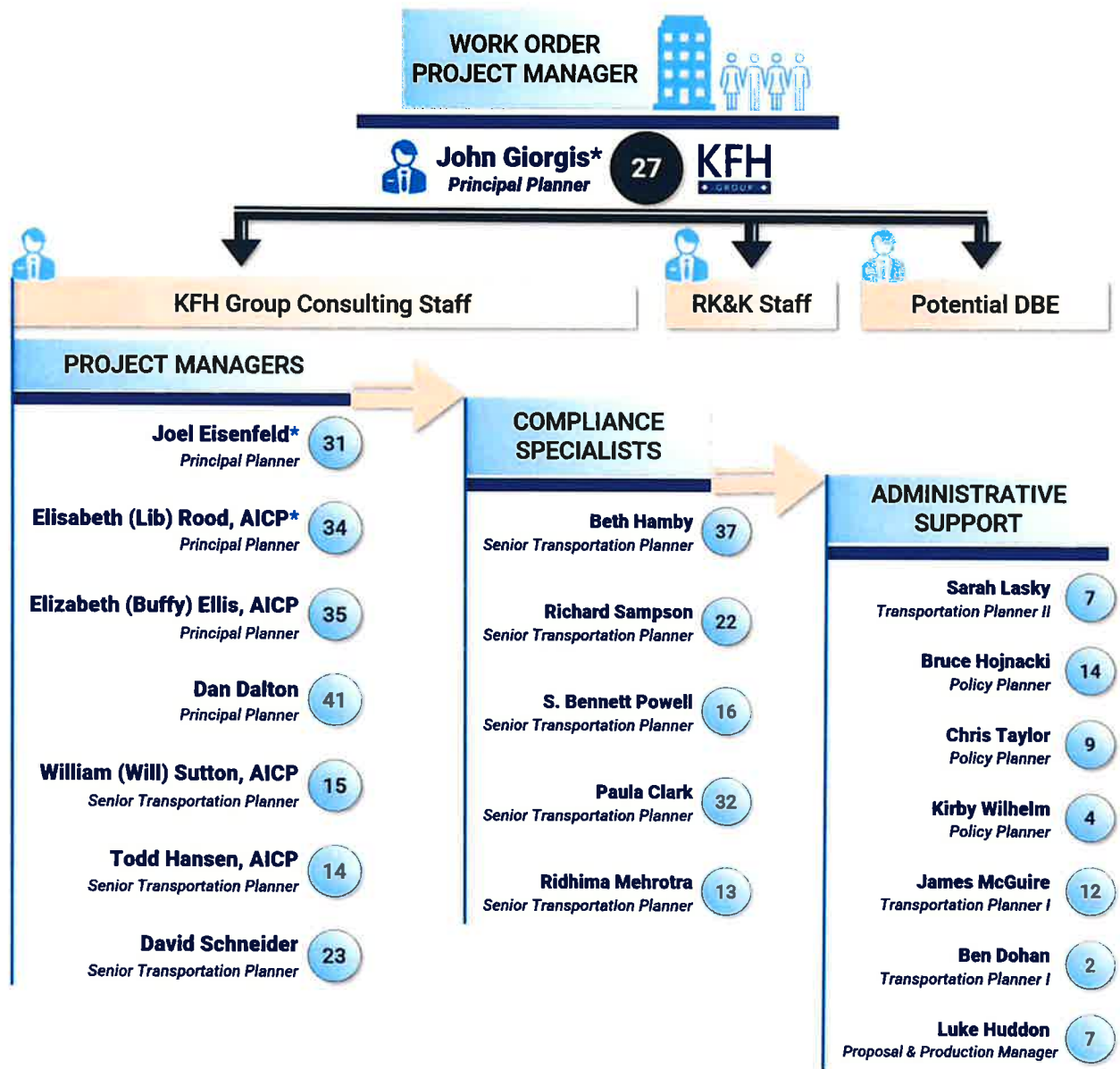
Staffing Approach

Because this is a work order-based contract, KFH Group's staffing approach combines experienced leadership and specialized technical expertise to efficiently complete work orders of varying scope and complexity. **Figure 1-2** illustrates the proposed organizational structure, identifying each team member, proposed labor category, and years of relevant experience. John Giorgis will serve as the overall project manager and primary point of contact for DMTF and will be responsible for the delivery of each work order. When work orders are received under this contract, Mr. Giorgis will select a project leader for the task (or will lead the task himself) and assemble a task team from the other planners and analysts available to the KFH Group Team, including RK&K personnel when their expertise is appropriate for the assignment. KFH Group remains responsible for overall management, coordination, quality assurance, and delivery of all work performed by the team.

KFH Group has designated John Giorgis, Joel Eisenfeld, and Lib Rood as key personnel for this project. The key personnel demonstrate significant expertise in FTA compliance, grant management, and federal systems. All key personnel have demonstrated knowledge of rural, small urban, and large urban transportation planning along with prior progressive experience with technical and managerial responsibilities. Our key personnel will be available to DMTF upon issuance of the Agency Delivery Order (ADO)/Notice to Proceed. Any changes to staff assigned under this contract will be subject to approval by the DMTF Project Manager. In the event that Key Personnel separate from the project team during the contract period, KFH Group will provide written notice to the DMTF Project Manager. If directed by DMTF, KFH Group will implement appropriate staffing remediation measures and provide replacement or substitute personnel, as necessary.

Detailed information regarding the proposed project team, including staff bios, and resumes for each team member, is provided in *Section 2 - Qualifications and Experience* of this proposal.

Figure 1-2: Proposed Organizational Structure



* JOHN GIORGIS, JOEL EISENFELD, AND LIB ROOD ARE KEY PERSONNEL FOR THIS PROJECT

Work Order Management Process

Within five business days of receiving the Agency Delivery Order (ADO), KFH Group will schedule and conduct a kick-off meeting with the DMTF Program Manager. At this meeting, we plan to establish shared expectations for the Statement of Work (SOW) and anticipated upcoming work orders. KFH Group will work cooperatively with DMTF to develop the SOW.

KFH Group is available to receive work orders between the hours of 8:00 a.m. and 5:00 p.m. Eastern Time on weekdays, excluding Federal and West Virginia State Holidays. KFH Group is available to travel for in person meetings as needed and proposes on-site embedded staff to be available for in person meetings as well.



KFH Group will manage this contract from its Rockville, Maryland office, where the proposed Work Order Project Manager is based.

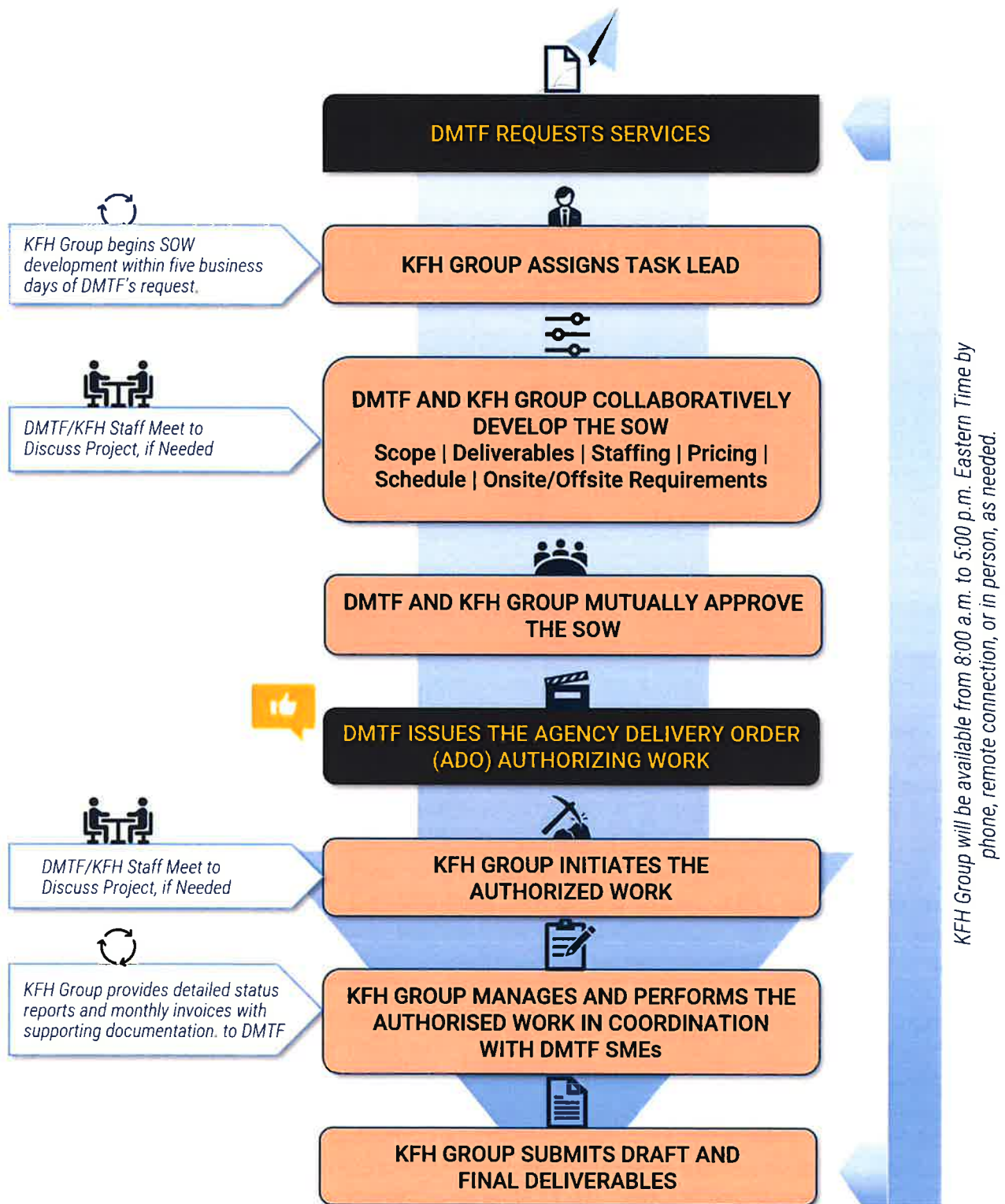
Mr. John D. Giorgis
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Rockville, MD 20850
Phone: 240-204-3709
Email: jgiorgis@kfhgroup.com
Website: www.kfhgroup.com

KFH Group understands that all services under this contract will be performed through individual ADOs established from mutually approved SOWs. Each SOW will be developed collaboratively with DMTF and will define the project scope, staffing, schedule, deliverables, detailed expectations, and pricing based on the bid rates required for the specific assignment. Proposed labor categories, hourly rates, and other pricing information presented in our Price Proposal will be used in preparing each SOW, and the proposed project team and firm-fixed price (where applicable) will be identified for each work order. Associated travel costs are incorporated into the proposed hourly rates in our Price Proposal in accordance with the CRFP's requirements.

Throughout the contract, KFH Group will provide responsive project management, maintain availability during the required business hours, coordinate closely with DMTF staff and subject matter experts, submit detailed status reports and monthly invoices supported by appropriate documentation, and ensure each assignment is completed in accordance with the approved SOW. KFH Group is prepared to work collaboratively with DMTF, to understand DMTF's business practices and procedures, and to observe DMTF's work as needed in order to meet and exceed DMTF's expectations for this project.

Figure 1-3 illustrates KFH Group's approach to SOW development, work order authorization, project delivery, and completion. Upon completion of a task order, invoices will include backup documentation of the work performed in accordance with all requirements.

Figure 1-3: Statement of Work Development and Work Order Delivery Process



Quality Assurance and Quality Control Procedures

Quality assurance and quality control begins at the beginning of each task order with regular communication between the client agency and the KFH Group Work Order Project Manager. The Work Order Project Manager ensures that we understand DMTF's requirements for each work order and the timeline for completion. Once the work order is underway, our project approach typically includes bi-weekly check-ins and monthly progress reports to the client. The Work Order Project Manager also plans for quarterly review meetings with DMTF, as directed. Providing these ongoing touch points allows for discussion and correction of project issues that may need attention. As appropriate, the team will propose appropriate performance goals, aligned with any applicable DMTF strategic plans, to ensure that the work orders are contributing to the overall desired outcomes for the public transportation program.

If one does not already exist, the KFH Group Team will collaborate with DMTF in establishing and maintaining a style guide to be followed for all written materials. Project technical memoranda will be proofread by the firm's professional administrative staff and formatted by our production manager in alignment with the established style guide.

To control the quality of the work products and ensure consistency, the assigned Project Manager for each task order reviews all draft reports and final reports for accuracy, completeness, and contractual requirements. The Project Manager ensures that all review comments are properly closed out before delivery.

If a deliverable is intended for public release, the client agency will review and approve it beforehand to ensure all parties are comfortable with its content. This same process applies to Microsoft PowerPoint presentations intended for public distribution or website posting. Revisions to technical memoranda or presentations will be incorporated into the draft final report. This iterative review process generally results in a draft that requires minimal changes. A final review confirms that all comments have been addressed before the report or presentation is ready for publication or delivery.

Risk Management

Overall project management and administrative oversight remain the responsibility of the KFH Group Work Order Project Manager. This includes serving as the primary liaison with the DMTF Program Manager, preparing monthly progress reports, promptly addressing administrative matters, and working collaboratively with DMTF to resolve any challenges that arise during project execution.

KFH Group anticipates that each task order will typically have a project schedule included within the scope of work. Our staff work diligently to adhere to the established schedule. If a schedule change is necessary, the Project Manager will communicate with the client agency so that all parties agree with any changes. The monthly progress reports will provide detailed updates on the schedule status of each Task Order, as aligned to the project schedule in the approved SOW.

KFH Group anticipates that each task order will typically have a budget that is based on estimated labor hours and direct expenses for the established scope of the task order. Our staff work to complete the agreed-upon scope within the prescribed budget. Revisions to the scope or budget of a task order are made by mutual agreement.

Risks to each Task Order budget and schedule are proactively managed through open communication between the KFH Group Work Order Program Manager and the DMTF Program Manager.

For achievement of overall FTA strategic goals and objectives, KFH Group recommends the development of an Enterprise Risk Profile. An Enterprise Risk Profile consolidates comprehensive perspectives from all levels of an organization, including front-line staff, managers, leadership, and stakeholders to identify the most important sources of uncertainty in achieving strategic priorities. The Enterprise Risk Profile then creates a structured process for leadership to consider alternative approaches for accepting or mitigating the most important risks. Mitigation strategies are then incorporated into organization budgets and operating plans.

KFH Group has Problem Escalation Procedures (PEP) for both routine and emergency situations. In the unlikely event that a problem situation is identified by either the DMTF Program Manager or by KFH Group staff, the KFH Group Project Manager will be responsible for resolving the issue. Since the KFH Group Work Order Group Project Manager directly reports to the President of KFH Group, he will have a full range of tools available to correct any problems including, but not limited to, substituting project staff, adding staff or other resources, or working with the DMTF Project Manager to revise the Task Scope of Work or timeline.

Disadvantaged Business Enterprise Plan

KFH Group understands that DMTF has set a goal for 20% DBE participation for this effort. KFH Group was a DBE for 27 years and understands the value of the program in helping launch and sustain historically disadvantaged businesses. While KFH Group is no longer certified as a DBE—having graduated from the program in 2023—we are committed to making good faith efforts to include DBE-certified firms in any sub-contracted work that may arise through this effort.

As a Small Business Enterprise (SBE), **KFH Group has extensive experience working with DBEs and is fully committed to meeting this goal.** Since our founding, we have established partnerships with over 20 DBE contractors by building genuine and lasting relationships. Many of our DBE partners return to work with us on future projects—a clear reflection of the value of these collaborations.

At the time of this offer, there is not yet available a list of certified DBEs in West Virginia based on the new Federal guidance. KFH Group is committed to identifying and partnering with at least one DBE to meet this goal. Our plan will be to identify and partner with a DBE that has experience managing embedded employees, which we anticipate will be included in one of the first Work Orders under this contract. Management of embedded employees would provide a stable base of work for a DBE to ensure that DBE participation goals are met, even as the amount of work under other Work Orders remains

indeterminate, based on DMTF's future needs and resources. As the number and scope of Task Orders under this contract comes into focus, KFH Group will continuously monitor and report on its DBE utilization to ensure that the DBE goal is met.

Subcontractor Coordination

KFH Group serves as the prime consultant and single point of contact for DMTF, providing overall contract management, project oversight, and quality assurance throughout the contract. RK&K will provide specialized technical support, as needed, to complement KFH Group's capabilities on individual work orders.

KFH Group and RK&K have successfully collaborated on previous transit planning and technical assistance projects and have established an effective working relationship. When appropriate, RK&K staff may support individual task orders based on the specific technical requirements of the assignment.

Regardless of RK&K's level of involvement, KFH Group's Work Order Project Manager will retain overall responsibility for project management, coordination with DMTF staff, quality control, schedule, budget, and contract administration, ensuring consistent communication and seamless delivery of all work orders.

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Goal 1

Ensure efficient administration of FTA Sections 5339, 5311, 5311(f), 5305, 5329, and 5310 program, including grant application, award management, and closeout

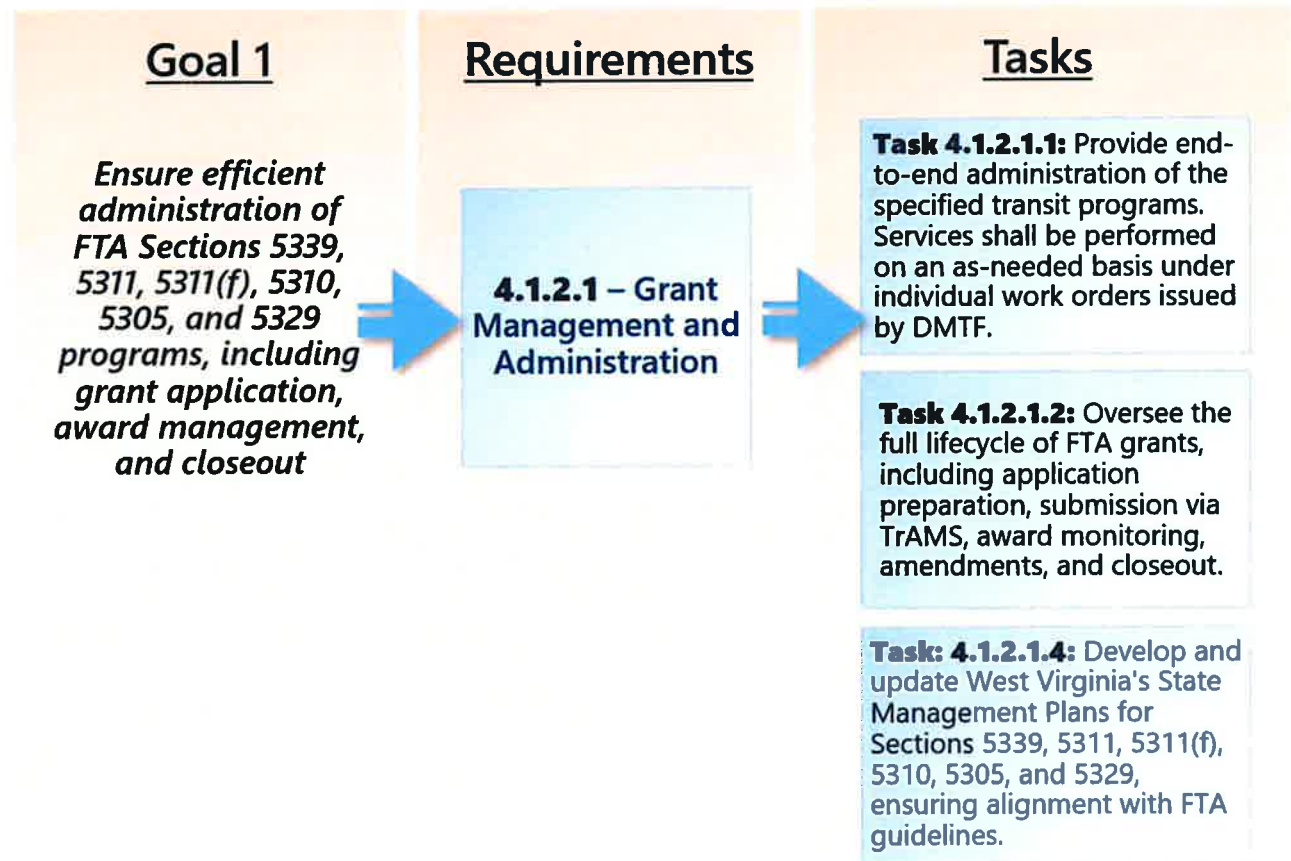
4.1.2.1 – Grant Management and Administration



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Goal 1 – Ensure efficient administration of FTA Sections 5339, 5311, 5311(f), 5310, 5305, and 5329 programs, including grant application, award management, and closeout

Goal 1 is structured to ensure the efficient and compliant administration of key FTA programs—Sections 5339, 5311, 5311(f), 5310, 5305, and 5329—by organizing responsibilities into a comprehensive grant management framework. As shown in the graphic below, this goal is carried out through Requirement 4.1.2.1 (Grant Management and Administration), which the KFH Group Team will fulfill through a structured set of tasks covering program administration, grant lifecycle oversight, and maintenance of State Management Plans. These components create a structured approach to administering, monitoring, and ultimately improving transit grant programs under **Goal 1**.



Requirement 4.1.2.1: Grant Management and Administration

Task 4.1.2.1.1: Provide end-to-end administration of the specified transit programs. Services shall be performed on an as-needed basis under individual work orders issued by DMTF.

Program Support

State transit administrations have taken on an increasingly central role in managing and delivering transit programs, driven by evolving federal legislation and expanded funding opportunities. Over the course of several major transportation bills—ISTEA, TEA-21, SAFETEA-LU, MAP-21, the FAST Act, and the Infrastructure Investment and Jobs Act (IIJA)—the Federal Transit Administration (FTA) has not only increased funding but also introduced new program requirements and funding formulas. These developments have reshaped the responsibilities of state recipients, requiring updates to state management plans, program guidance, application processes, and compliance oversight. The KFH Group Team brings deep expertise in these areas and delivers critical program support by:

- Developing and updating program management guidance;
- Providing experienced on-site staff to assist with implementation; and
- Facilitating coordination between public transportation and human services transportation.



This depth of expertise ensures that we can effectively support West Virginia's transit administration in navigating regulatory changes and strengthening program delivery.

Task 4.1.2.1.2: Oversee the full lifecycle of FTA grants, including application preparation, submission via TrAMS, award monitoring, amendments, and closeout.

KFH Group provides a systematic approach for administering FTA grants across the full lifecycle from application to closeout. This systematic approach is documented in the following nine-step process.

1. Provide and maintain TrAMS Access for DMTF grants representatives. KFH Group ensures that everyone with a role in the grant lifecycle has access to TrAMS and is equipped with the appropriate system roles to carry out their responsibilities. For staff whose roles require a designation of signature authority (for example, to submit final applications or execute awarded grants), KFH Group works to ensure the appropriate documentation is submitted and approved promptly. Additionally, KFH Group minimizes the risk that employees are locked out of TrAMS due to inactivity, annually reviews employee system roles to ensure users have appropriate access levels, and promptly deactivates TrAMS accounts for employees who have separated or no longer need TrAMS access.

2. Ensure annual certifications and assurances are submitted by FTA deadlines. FTA requires that all grant applicants sign annual certifications and assurances in order to receive federal funding. KFH Group ensures that DMTF annual certifications and assurances are signed by the agency's official and attorney within 90 days of issuance. KFH Group provides updates to relevant DMTF staff on any changes to the annual master agreement that underlies the certifications and assurances.

3. Ensure that DMTF's System for Award Management (SAM) registration is active and renewed annually. FTA requires that all recipients be registered in the System for Award Management (SAM) and renew their registration annually, as agencies whose registration has lapsed are prevented from being awarded funds. KFH Group monitors DMTF's SAM registration and coordinate registration updates so that DMTF's SAM status is always active.

4. Develop annual grant applications for Section 5305, 5310, 5311, 5329, and 5339 non-urban funding. (include RTAP). FTA provides formula allocations under the statewide planning (Section 5305), Enhanced Mobility for Seniors and Individuals with Disabilities (5310), Rural and Intercity Bus (5311), State Safety Oversight (5329) and statewide and rural bus formula (5339) programs and expects state transit divisions to apply directly for available funds. DMTF will develop and transmit annual grant applications for state-administered programs that are complete, accurate, and designed to minimize FTA review time and provide maximum transparency and post-award flexibility. FTA TrAMS grants platform provides a flexible approach to application design, and DMTF will take advantage of this flexibility to find efficiencies and make post-award management easier. For example, KFH Group explores the possibility of applying for multiple funding programs in a single application (known colloquially as a "Super Grant") to reduce the number of applications that need to be approved by FTA and managed post-award. KFH Group also explores the development of application budgets that make it easy to associate subrecipient expenditures with specific activity line items and to transfer funds between line items should the scope of work need to change post-award. KFH Group researches DMTF's prior grant applications and feedback received from FTA to identify "lessons learned" and best practices.

5. Suballocate 5339 formula funds to West Virginia Small Urban agencies and coordinate grant applications for small urban funding. Under the 5339 Buses and Bus Facilities Program, FTA publishes an allocation for small urban providers but does not specify which urban areas or transit agencies should receive funds. KFH Group coordinates with small transit agencies in West Virginia to suballocate these funds annually based on goals in the State Management Plan, the Long-Range Transportation Plan and Transit Improvement Program (TIP) and five-year capital and operating plans. KFH Group also provides technical assistance to small urban agency employees on all stages of the Section 5339 grant lifecycle.

6. Monitor FTA application review and respond promptly to FTA edits or comments on applications. Once transmitted, grant applications are subject to a formal review process by which FTA and Department of Labor (DOL) staff review and sign off on an application or return it to recipients with requests for corrections. KFH Group monitors the status of applications transmitted to FTA using application processing reports available in TrAMS. This will allow DMTF to identify where an application stands in the FTA review process, estimate when applications will be awarded, and follow up with FTA staff as necessary. KFH Group also promptly responds and revises applications if FTA returns them for edits, and promptly submits final applications and executes awarded grants.

7. Submit required milestone progress reports and federal financial reports by reporting deadlines and respond promptly to FTA questions or comments on the reports. FTA requires recipients to submit milestone progress reports (MPRs) and federal financial reports (FFRs) annually covering activities over the Federal Fiscal Year (October 1–September 30). These reports are due on October 30 of each year. In addition, recipients who have indicated they have used pre-award authority are required to submit an initial FFR after grant award and prior to execution to account for non-Federal funds expended prior to award. KFH Group ensures that cyclical MPRs and FFRs and initial FFRS are submitted by the reporting deadlines and reports include complete and accurate information that is documented in DMTF's internal systems. If FTA returns reports with questions or requests for corrections, KFH will promptly review and resubmit the reports.

8. Monitor project implementation, identify instances where awards may need to be modified, and submit budget revisions and amendments to FTA. From time to time, changes over the award lifecycle, such as cost savings, cost overruns, and project schedule changes take place. When these occur, FTA expects recipients to modify the award to reflect the new scope of work. KFH Group closely collaborates with Section 5303 and 5329 project partners, and 5310 and 5311 subrecipients to identify changes to the award period of performance or budget and initiate award modifications as necessary. KFH Group submits complete and accurate budget revisions or amendments and monitors the status of these actions through the FTA review pipeline.

9. Promptly submit closeout amendments after the award period of performance or as otherwise necessary. FTA requires that awards be closed within 120 days of the end of the period of performance, or when FTA or the recipient has determined that continuing the scope of work is unnecessary. KFH Group submits closeout amendments, including a final budget and final MPRs and FFRS promptly after the end of the period of performance or the scope of work has been completed. KFH Group also closely monitors any remaining undisbursed funds and seeks additional uses for them before returning funds to FTA. If FTA returns closeout amendments for correction, KFH Group will promptly revise and resubmit the amendments. KFH Group will also organize after-action meetings on each award to document lessons learned and transmit this knowledge to others so it can be used to improve grants processing in the future.

Task: 4.1.2.1.4: Develop and update West Virginia's State Management Plans for Sections 5339, 5311, 5311(f) and 5310, ensuring alignment with FTA guidelines.

Updating West Virginia's State Management Plans (SMPs)

A State Management Plan (SMP) is a comprehensive and coordinated document that describes a state's policies and procedures for administering the State-managed portions of FTA Section 5310, 5311, and/or 5339 programs. Its primary purposes are to serve as the basis for FTA's State-level management reviews and to provide public information on the State's administration of programs. West Virginia has an SMP for each of these three FTA programs. The SMPs posted on the DMTF Public Transit Section's web page were last updated in May 2023 for Section 5310, January 2019 for Section 5311, and March 2016 for Section 5339.

The Infrastructure Investment and Jobs Act (IIJA) significantly expanded federal funding for public transit, introducing new safety regulations, grant programs, and requirements for local matching funds. These changes necessitate a comprehensive update to West Virginia's State Management Plans to ensure continued compliance and effective program administration. Although the Section 5310 SMP was updated more recently, given 2024 updates to FTA program guidance circulars as well as C 5010.1F - Award Management Requirements, all three SMPs should be reviewed to ensure they continue to meet FTA requirements.

Key changes affecting West Virginia's SMP

- **Safety regulations:** The IIJA requires updates to PTASP regulations to incorporate new safety requirements. West Virginia must align their safety plans with the updated [National Public Transportation Safety Plan](#) and the updated PTASP regulation.
- **Grant programs:** New funding and requirements have been introduced for several transit grant programs, which state management plans must address.
- **Low- or No-Emission Grants:** Applications must include a zero-emission fleet transition plan. At least 25% of funding must be used for low-emission (but not zero-emission) vehicles and facilities.
- **[Grants for Buses and Bus Facilities:](#)**
 - Increased minimum allotments for states and territories have been set.
 - Applications for both competitive and formula grants are required to use innovative procurement tools authorized under the FAST Act.
 - A zero-emission fleet transition plan must be submitted for projects involving zero-emission buses.
- **Asset disposition:** The IIJA revised the rules for how funds from the sale of federally-funded assets are handled, changing the percentage of the proceeds that can be retained by the local recipient.

Update Process

The SMP will be prepared in draft by working closely with DMTF staff. KFH Group develops SMPs in close consultation with the State Program Manager to discuss any questions or issues of concern that may emerge while the draft SMP is prepared. Once drafted, the SMP will be reviewed by DMTF staff.

The draft SMP will be revised and a final version prepared based on DMTF comments. While there is no prescribed format for the SMP, the plan will address the following topics:

- **Program Goals and Objectives** – the Federal program goals as well as DMTF philosophy and policy underlying the recipient’s management of the FTA Section 5310, 5311, and 5339 programs.
- **Roles and Responsibilities** – description of DMTF offices that administer the FTA Section 5310, 5311, and 5339 programs and their respective roles and responsibilities of the recipients and their subdivisions, other recipient agencies or review boards, local governments, private providers, local applicants, and other involved parties.
- **Coordination** – how DMTF coordinates with other agencies at the state or designated recipient level and encourages and enhances coordination at the project level, including Metropolitan Planning Organizations (MPOs) for urbanized areas.
- **Eligible Subrecipients** – which entities are eligible to apply for funds, and any recipient eligibility requirements that are more restrictive than federal eligibility.
- **Local Share and Local Funding Requirements** – policies on local matching share, including a description of any programs which provide matching funds for FTA Section 5310, 5311, and 5339.
- **Project Selection Criteria and Method of Distributing Funds** – DMTF criteria for selecting projects and distributing funds among various applicants, with explanation of policy rationale and the methods used.
- **Annual Program of Projects Development and Approval Process** – DMTF process and timetable for soliciting, reviewing, and approving applications for local projects to be included in the State’s annual POP.
- **Civil Rights** – how West Virginia recipient meets federal civil rights requirements and monitors subrecipients to ensure compliance with the requirements of Title VI, EEO, and DBE.
- **Section 504 and ADA Reporting** – West Virginia’s method for monitoring subrecipients’ compliance with Section 504 and ADA regulations and for processing the plans, reports and certifications submitted to it under the provisions of those regulations.
- **Program Management** – how West Virginia administers its FTA Section 5310, 5311, and 5339 program management responsibilities in such areas as procurement, financial management, property management, vehicle use, maintenance and disposition, accounting systems, audit, and closeout. Project and subrecipient monitoring, performance standards, and reporting requirements will also be included.
- **Other Provisions** – process by which West Virginia complies with other federal requirements such as environmental protection, Buy America provisions, pre-award and post-delivery reviews, restrictions on lobbying, prohibition of exclusive school transportation, and drug and alcohol testing, including the State’s procedures for monitoring compliance by subrecipients.



Goal 2

***Full compliance with FTA regulations,
including ADA, DBE, EEO, procurement,
and drug/alcohol***

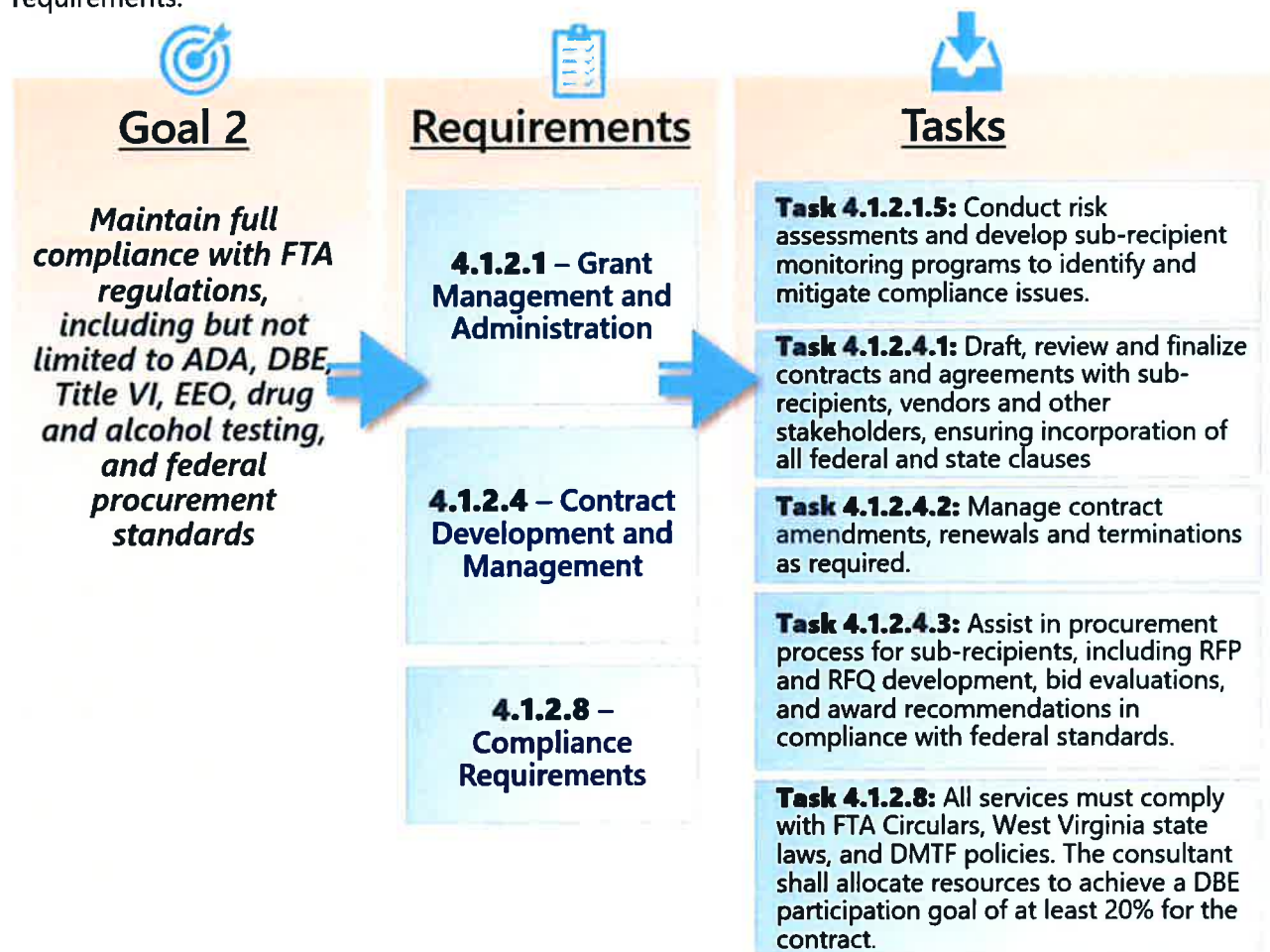
4.1.2.1 – Grant Management and Administration
4.1.2.4 – Contract Development and Management
4.1.2.8 – Compliance Requirements



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Goal 2 – Maintain full compliance with FTA regulations, including but not limited to ADA, DBE, EEO, procurement, and drug/alcohol.

Goal 2 is to maintain full compliance with FTA and civil rights regulations, including but not limited to ADA, DBE, EEO, procurement, and drug/alcohol. KFH Group understands FTA compliance from both ends of the spectrum, both engaging in oversight and in supporting our clients through their Statement Management Reviews with no findings. As shown in the graphic below, KFH Group carries out this goal through **Requirement 4.1.2.1 (Grant Management and Administration)**, **Requirement 4.1.2.4 (Contract Development and Management)**, and **Requirement 4.1.2.8 (Compliance Requirements)**, and their associated tasks, ensuring a full spectrum of compliance across all FTA regulations and requirements.



We are proud to have contributed to the fact that Maryland DOT/MTA has not had any findings in their last two FTA SMRs



Requirement 4.1.2.1: Grant Management and Administration

Task 4.1.2.1.5: Conduct risk assessments and develop subrecipient monitoring programs to identify and mitigate compliance issues.

Subrecipient Monitoring Procedures

As a prime recipient and pass-through entity of federal awards, West Virginia is required to ensure subrecipient compliance with certain federal and grantor requirements. FTA requires that "subrecipients" be distinguished from "third-party contractors." West Virginia can designate an eligible entity as a subrecipient, whereas contractors must be selected through a competitive procurement process. The procurement process is more rigorous for contractors, while the administrative monitoring requirements are higher when working with subrecipients.

There are three kinds of subrecipients:

1. Public sector non-profits, which are either units of local government, or else are public agencies, commissions, or authorities that are created by the government;
2. Private Non-profits, which are incorporated under the non-profit statutes of state law, frequently have 501(c) (3) status under IRS), and are typically subrecipients of the Section 5310 Program: or,
3. Less frequently, a private for-profit, which can carry out special activities, such as intercity bus service.

Many FTA requirements flow through the recipient to subrecipients. DMTF is responsible for ensuring that subrecipients are aware of and comply with the requirements. Before expending any FTA funds on projects, the West Virginia DOT certifies to FTA that it and others operating on its behalf have met all program requirements. West Virginia DOT must have sufficient documentation to support the certifications to FTA.

KFH Group develops subrecipient monitoring procedures to accomplish the following:

- Ensure that all federal technical specifications and contract requirements are met by subrecipients.
- Monitor compliance with FTA requirements for FTA-funded vehicles or facilities that are maintained by subrecipients, leased to service providers, or maintained under contract by other than the subrecipient employees.
- Identify performance issues and address them in a timely manner.
- Track information regarding performance quality for the purpose of evaluating subrecipients for future procurements.

Requirement 4.1.2.4: Contract Development and Management

Task 4.1.2.4.1: Draft, review and finalize contracts and agreements with subrecipients, vendors and other stakeholders, ensuring incorporation of all federal and state clauses.

Subrecipient Agreements

An important part of DMTF's oversight of subrecipients is to ensure that DMTF has entered into an agreement with each of its subrecipients and that the agreements require the subrecipients to take on the responsibilities for the project that are typically performed by the recipient (DMTF).

Recipients can pass through FTA requirements to subrecipients by incorporating the Master Agreement by reference, which meets the requirement for inclusion of the FTA-required clauses. The agreements must also include specific information that is required by 2 CFR 200 and FTA.

The KFH Group Team will review and update these agreements to make sure they include the federally required elements which are outlined in FTA's annual Contractor Manual. Currently, the required information includes the following elements:

- Subrecipient name and unique entity identifier (DUNS)
- Federal award identification number (FAIN)
- Federal award date
- Subaward period of performance
- Subaward budget
- Amount of federal funds obligated by the agreement by the pass-through entity to the subrecipient
- Total amount of federal funds obligated to the subrecipient by the pass-through entity
- Total amount of the federal award committed to the subrecipient by the pass-through entity
- Federal award project description
- Name of federal awarding agency, pass-through entity, and contact information
- Assistance listings number and title
- Identification of whether the award is research and development
- Approved indirect cost rate, including if the de minimis rate is being used

Additional requirements for these agreements include information and certifications required for submitting financial and performance reports that DMTF is required to provide to the FTA; a requirement that the pass-through entity and auditors can access the subrecipient's records and financial statements for monitoring purposes; and the terms and conditions concerning the closeout of the award. KFH Group verifies that the agreements include these conditions and incorporates them in new agreements.

DMTF must also obtain signed lobbying certifications from subrecipients prior to entering into any agreements that exceed \$100,000. KFH Group checks each of the subrecipient agreements to ensure that the lobbying certifications have been provided. If they have not been provided, KFH Group will work with subrecipients to obtain these certifications.

DTMF is required to confirm that its subrecipients have not been suspended, debarred, or voluntarily excluded from participation in federally-assisted transactions. There are three methods that DTMF can use to verify that subrecipients are not excluded from participation. The preferred method is to check the System for Award Management (SAM) exclusion list at SAM.gov. The Contractor Manual indicates that the best practice is to check the SAM list and print the screen with the results to include within the award file. KFH Group ensures that this has been completed for each subrecipient.

Once there are executed agreements with subrecipients, DTMF is required to report subawards of \$30,000 or more to SAM.gov by the end of the month following the month in which the subaward was made. This requirement is from the Federal Funding Accountability and Transparency Act (FFATA). KFH Group intends to assist with this reporting.

Vendor Contracts

The federal provisions for procurement are quite extensive and include specific items that must be included within vendor contracts. The required provisions are described in Appendix II to 2 CFR Part 200 *Contract Provisions for non-Federal Entity Contracts Under Federal Awards*. KFH Group works with DMTF to ensure that their standard contracts include all federal requirements and clauses, including those that apply to vehicles and facilities.

Like with subrecipient agreements, recipients are required to verify that the potential contractor and its principals are not suspended, debarred, ineligible, or voluntarily excluded from participation in federally-assisted procurements. This requirement is applicable to each third-party contract that is \$25,000 or more. The preferred method is to check the System for Award Management (SAM) exclusion list at SAM.gov. The Contractor Manual indicates that the best practice is to check the SAM list and print the screen with the results to include within the award file. KFH Group ensures that this has been completed for each vendor contract for which this applies.

Task 4.1.2.4.2: Manage contract amendments, renewals and terminations as required.

Once the base agreement for each subrecipient has been reviewed and revised as needed, KFH Group will monitor the federal requirements on an annual basis to make sure that the agreements are still in compliance. If changes are needed, the KFH Group Team will make them. KFH Group also recommends asking that subrecipients re-sign certifications on an annual basis. KFH Group checks the SAM list each year for each subrecipient and manages terminations if needed due to noncompliance, or some other local issue that prevents a subrecipient from continuing to receive FTA assistance through DMTF. Note that the KFH Group Team would work closely with DMTF and a noncompliant subrecipient to see if any remedies could bring them into compliance rather than terminating the agreement.

Task 4.1.2.4.3: Assist in procurement process for subrecipients, including RFP and RFQ development, bid evaluations, and award recommendations in compliance with federal standards.

As the recipient of federal funds, DMTF is responsible for complying with federal procurement regulations for their own federally-assisted procurements, as well as for their subrecipients. Subrecipients are required to have written procurement policies and procedures, and these should be reviewed by DMTF to ensure that they are compliant with FTA requirements, which are documented within the annual FTA Contractor Manual. KFH Group reviews each subrecipient's procurement policies and makes recommendations if needed to ensure they are FTA compliant.

Most states provide specific guidance and assistance to their subrecipients when FTA funds are included within a procurement. This guidance typically includes procurement checklists and mandatory review of procurement documents. KFH Group assists this process by providing a checklist template that DMTF and subrecipients can use when they are working through procurements.

When a subrecipient needs to conduct a procurement process that involves an RFP or RFQ, rather than a simple bid or price quote, KFH Group program staff will be available to help the subrecipients write the RFP/RFQ documents and be part of an evaluation committee, if appropriate. A committee may be needed when a subrecipient is contemplating a major procurement, such as hiring a service contractor for a multi-year period.

KFH Group, in consultation with DMTF, will ensure that subrecipients' award recommendations are in compliance with federal rules and guidance.

Requirement 4.1.2.8: Compliance Requirements

Task 4.1.2.8: All services must comply with FTA Circulars, West Virginia state laws, and DMTF policies. The consultant shall allocate resources to achieve a DBE participation goal of at least 20% for the contract.

With 30 years of experience assisting state and local governments implement their transit programs, staying abreast of the latest FTA Regulations, Circulars, Dear Colleague Letters, and other guidance documents, is at the heart of our business. KFH Group's team includes nationally-recognized experts on FTA's regulations and guidance regarding planning, program eligibility, grants management the Americans with Disabilities Act, Transit Asset Management requirements, and more. KFH Group has proposed Lib Rood as key personnel based on her years of experience performing FTA Oversight Reviews – giving her direct experience of the precise steps that FTA uses to perform oversight and determine compliance. Our proposed Work Order Project Manager, John Giorgis, has nearly two decades of experience at the Federal Transit Administration. He is intimately familiar with FTA's policies and has a deep understanding of how FTA writes its guidance. If there is any question regarding the proper interpretation of an FTA regulation or guidance document, Mr. Giorgis knows where to find the appropriate point of contact within FTA to get as definitive an interpretation as possible. KFH Group allocates resources towards meeting the DBE participation goal as described in our DBE plan.

KFH Group brings the same diligence to compliance with West Virginia state law and DMTF policy that it has brought to compliance with FTA policy. KFH Group has a comprehensive understanding of each aspect of transit program administration and subrecipient transit service implementation. KFH Group intends to augment its understanding of FTA regulations and guidance for each of those areas with the appropriate West Virginia laws and DMTF policies, taking particular note of those areas where West Virginia law and DMTF goes beyond the federal requirements or guidance, or addresses areas that are otherwise unaddressed by federal requirements or guidance.

KFH Groups is well positioned to ensure compliance with all FTA Circulars. Three particular compliance areas of note that highlight our approach to all such requirements are transit asset management, agency safety plans, and drug and alcohol testing.

Transit Asset Management

During his 18 years at FTA, Mr. Giorgis directed the development and implementation of FTA's Transit Asset Management (TAM) regulations and was responsible for coordinating the interaction between FTA's TAM regulations and the Public Transportation Agency Safety Plan (PTASP) regulations.



Under FTA's TAM regulations, DMTF is required to maintain a statewide Group TAM Plan for its subrecipients, including producing a required update by October 1, 2026. If DMTF has not already completed this update, KFH Group could support this effort. This would include identifying any risk areas where the asset inventory is potentially incomplete or where trends do not indicate that improvement towards state-of-good repair is likely over the new TAM Plan's time horizon.

KFH Group believes that successful TAM Plans require a two-pronged approach. The successful TAM Plan needs to begin with a statement of policy from the top, identifying that good stewardship of assets and achieving a state-of-good repair are priorities. Then, the successful TAM Plan needs to be developed from the bottom-up with input from stakeholders on the real day-to-day and financial challenges impacting asset conditions for their systems. KFH Group would review key aspects of the existing statewide Group TAM Plan with stakeholders to identify any mismatches in management tradeoffs between sound asset utilization, established vehicle useful life benchmarks, planned facility capital investments, and the reported state-of-good repair performance targets.

Agency Safety Plans

Under FTA's PTASP regulations, DMTF is also required to update its PTASP for small urban operators on an annual basis. KFH Group could support this annual update by reviewing the currently identified risks and facilitating an inclusive process among stakeholders to identify any additional significant safety risks that have been potentially overlooked. As part of this process, KFH Group ensures that any safety risks associated with assets not in a state-of-good-repair are appropriately considered for inclusion in the PTASP. KFH Group uses insights gleaned from developing PTASPs to help states proactively plan to prevent the next serious safety event, rather than simply reacting to the last such event.

Drug and Alcohol Reviews

One important set of reviews we have conducted over the years are those specific to the drug and alcohol programs. KFH Group has conducted reviews of MTA grantees and contractors with safety sensitive employees for compliance with the US Department of Transportation (USDOT) and Federal Transit Administration's (FTA) drug and alcohol regulations (49 CFR parts 40 & 655). **Figure 1-4** illustrates the process that is followed for these reviews.

Figure 1-4: Drug and Alcohol Review Process



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Goal 3

Provide technical assistance and oversight to sub-recipients to improve service delivery, financial management, and operational performance

4.1.2.1 – Grant Management and Administration

4.1.2.2 – Compliance Reviews and Oversight

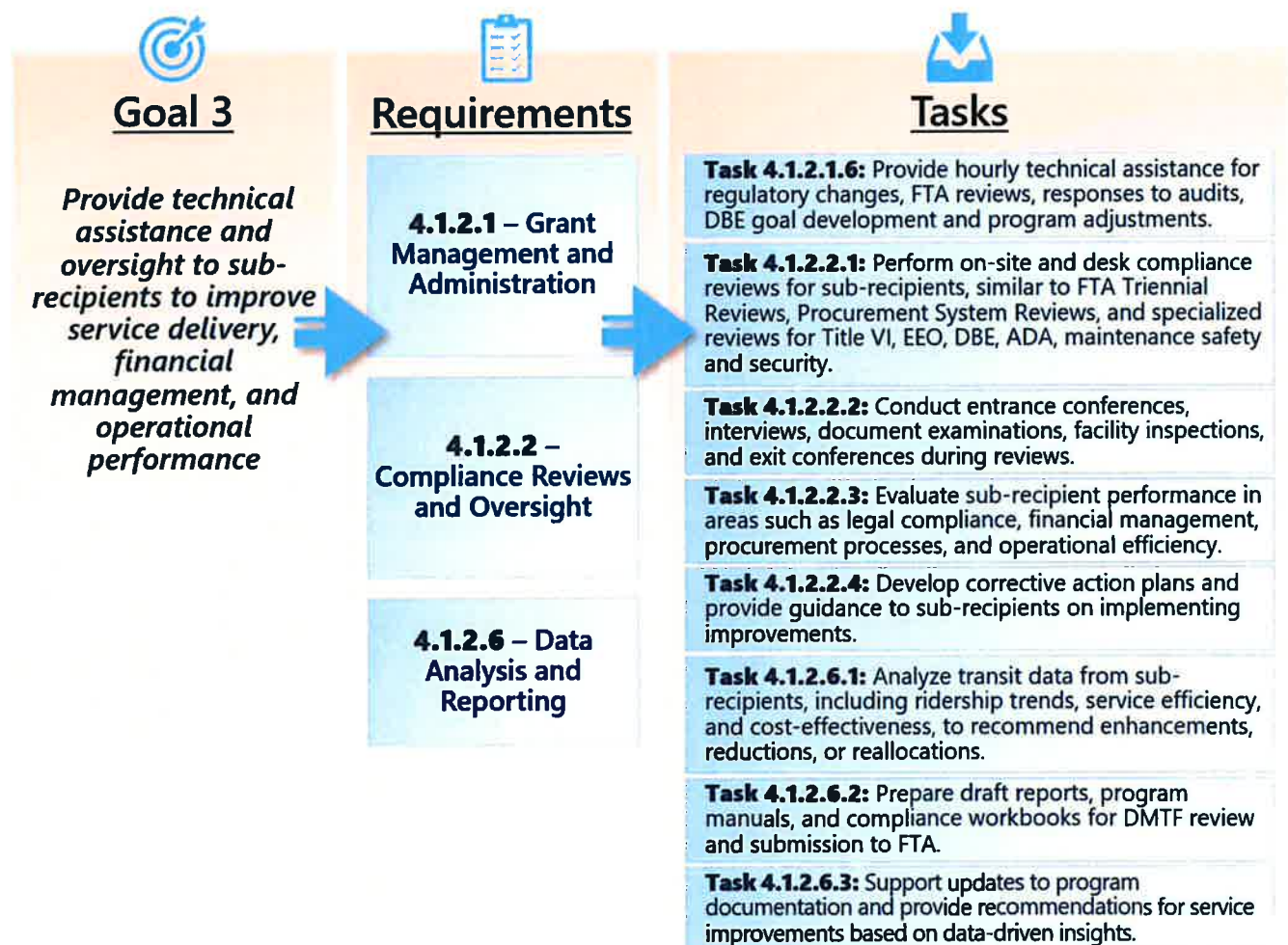
4.1.2.6 – Data Analysis and Reporting



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Goal 3 – Provide technical assistance and oversight to subrecipients to improve service delivery, financial management, and operational performance

Goal 3 is structured into three requirements, each with corresponding tasks. As shown in the graphic below, this goal is carried out through **Requirement 4.1.2.1 (Grant Management and Administration)**, **Requirement 4.1.2.2 (Compliance Reviews and Oversight)**, and **Requirement 4.1.2.6 (Data Analysis and Reporting)**, which the KFH Group Team will fulfill through a structured set of tasks. Together, these coordinated activities establish a proactive, data-driven, and performance-focused approach to strengthening subrecipient capabilities under **Goal 3**.



Requirement 4.1.2.1: Grant Management and Administration

Task 4.1.2.1.6: Provide hourly technical assistance for regulatory changes, FTA reviews, responses to audits, DBE goal development and program adjustments.

KFH Group Training and Technical Assistance Support

KFH Group offers extensive experience providing hands-on assistance to rural and small urban public and specialized transportation providers. We have helped numerous coordinated transportation programs and new-start transit systems take off—developing policies and procedures, training staff in operations, procuring scheduling and dispatching software, developing detailed routes and schedules, recommending bus stop locations and improvements, developing budgets and implementation plans, developing printer-ready customer information and marketing materials, and other critical needs for a successful transportation program. We have also developed several national technical assistance resources that are directly relevant to this project.

- KFH Group updated the National RTAP Transit Manager's Toolkit, published online at <https://www.nationalrtap.org/Toolkits/Transit-Managers-Toolkit/> and we recently updated the ADA Toolkit for National RTAP
- KFH Group conducted extensive national research under TCRP Project A-21, *Innovations to Improve the Productivity, Efficiency, and Quality of Public Transportation in Rural and Small Urban Areas*. The outcome of this project was TCRP Report 70: *Guidebook for Change and Innovation at Rural and Small Urban Transit Systems*.

Similar research was conducted by KFH Group under TCRP Project B-22 and published as TCRP Report 99: *Embracing Change in a Changing World -- Case Studies Applying New Paradigms for Rural and Small Urban Transit Service Delivery*. Under the TCRP G-5 project, the KFH Group Team identified an array of management principles and techniques for use by small urban and rural systems, to assist in managing their transportation services and to develop an easy-to-use toolkit for transit managers. The toolkit includes guidance for small transit managers on a new way of thinking about managing their transit system—focusing on the needs of customers, who are the riders, and potential riders in the community. It is organized around customer service attribute categories (reliability, safety/security, convenience and accessibility, comfort and cleanliness, understandability, affordability, and empathy) and includes a comprehensive glossary and bibliography. This toolkit was published as TCRP Report 54: *Transit Manager Tool Kit for Rural and Small Urban Transportation Systems*.

- Under TCRP Project J-6 Task 70: *Security Standards and Guidelines Pertinent to Public Transportation*, KFH Group compiled security standards and guidelines for transit for the American Public Transportation Association (APTA) Security Standards and Policy Planning Committee.

- KFH Group developed TCRP Report 136: *Guidebook for Rural Demand-Response Transportation: Measuring, Assessing and Improving Performance*.

Other resources developed recently by KFH Group include:

- TCRP Report 164: *Community Tools to Improve Transportation Options for Veterans, Military Service Members, and Their Families*.
- TCRP Report 203: *Dialysis Transportation: The Intersection of Transportation and Healthcare*. This resource includes a forecasting tool that enables communities to estimate demand and costs for dialysis transportation.
- National Cooperative Highway Research Program (NCHRP) Project 20-65 Task 68: *Successful Mobility Management Practices for Improving Transportation Services in Small Urban and Rural Areas*. This is a guide for planning, implementation, and assessment of a mobility management program.
- NCHRP Research Report 861: *Best Practices in Rural Regional Mobility* includes lessons learned from 12 case studies of rural regional transit, along with a checklist for developing such services.

KFH Group has the experts on-hand to be ready to provide hourly technical assistance to DMTF or its subrecipients on almost any aspect of FTA law, regulation, policy, or guidance – including any regulatory changes or program changes that may be yet to come.

Requirement 4.1.2.2: Compliance Reviews and Oversight

Task 4.1.2.2.1: Perform on-site and desk compliance reviews for subrecipients, similar to FTA Triennial Reviews, Procurement System Reviews, and specialized reviews for Title VI, EEO, DBE, ADA, maintenance safety and security.

Task 4.1.2.2.2: Conduct entrance conferences, interviews, document examinations, facility inspections, and exit conferences during reviews.

Task 4.1.2.2.3: Evaluate subrecipient performance in areas such as legal compliance, financial management, procurement processes, and operational efficiency.

Task 4.1.2.2.4: Develop corrective action plans and provide guidance to subrecipients on implementing improvements.

Many of the requested services and tasks identified in this requirement overlap. For economy of presentation, KFH Group is presenting its holistic approach to annual subrecipient compliance reviews and oversight, which covers all the requirements of Tasks 4.1.2.2.1-4.

KFH Group's Approach to Compliance Reviews

KFH Group has been conducting compliance reviews for State DOTs for decades. KFH Group has also performed Triennial Reviews and State Management Reviews for FTA for many years and has up-to-date experience interpreting FTA's regulations and policies for purposes of oversight compliance reviews. KFH Group staff are experienced in conducting in-depth site reviews of local grantees in many states. KFH Group has assisted or currently assists Maryland, Virginia, Georgia, North Carolina, New Jersey, and New York in developing tools and methods to ensure compliance of their FTA subrecipients. KFH Group has developed and updated the checklists used for Maryland's compliance reviews. This 90+ page Compliance Workbook covers all FTA and Maryland State requirements, arranging the FTA review topics into eight areas to align with Maryland's regulations:

1. Legal and Annual Certifications and Assurances
2. Grant Administration and Technical Capacity
3. Financial Management and Capacity
4. Procurement and DBE
5. Planning, Public Participation and Title VI
6. Service Requirements/Restrictions including ADA
7. Asset Management, Safety and Security
8. Personnel Issue including EEO and Drug and Alcohol

KFH Group proposes developing a similar product for DMTF, thoroughly reviewing West Virginia's regulations and integrating them with the FTA requirements.



KFH Group Compliance Review Expertise and Experience: KFH Group has prepared the Compliance Review Checklists for Maryland subrecipients for Triennial Reviews. Each time an edition of a new FTA Contractor Manual is released, or Federal or State program requirements change, KFH Group updates the Maryland Checklist accordingly.

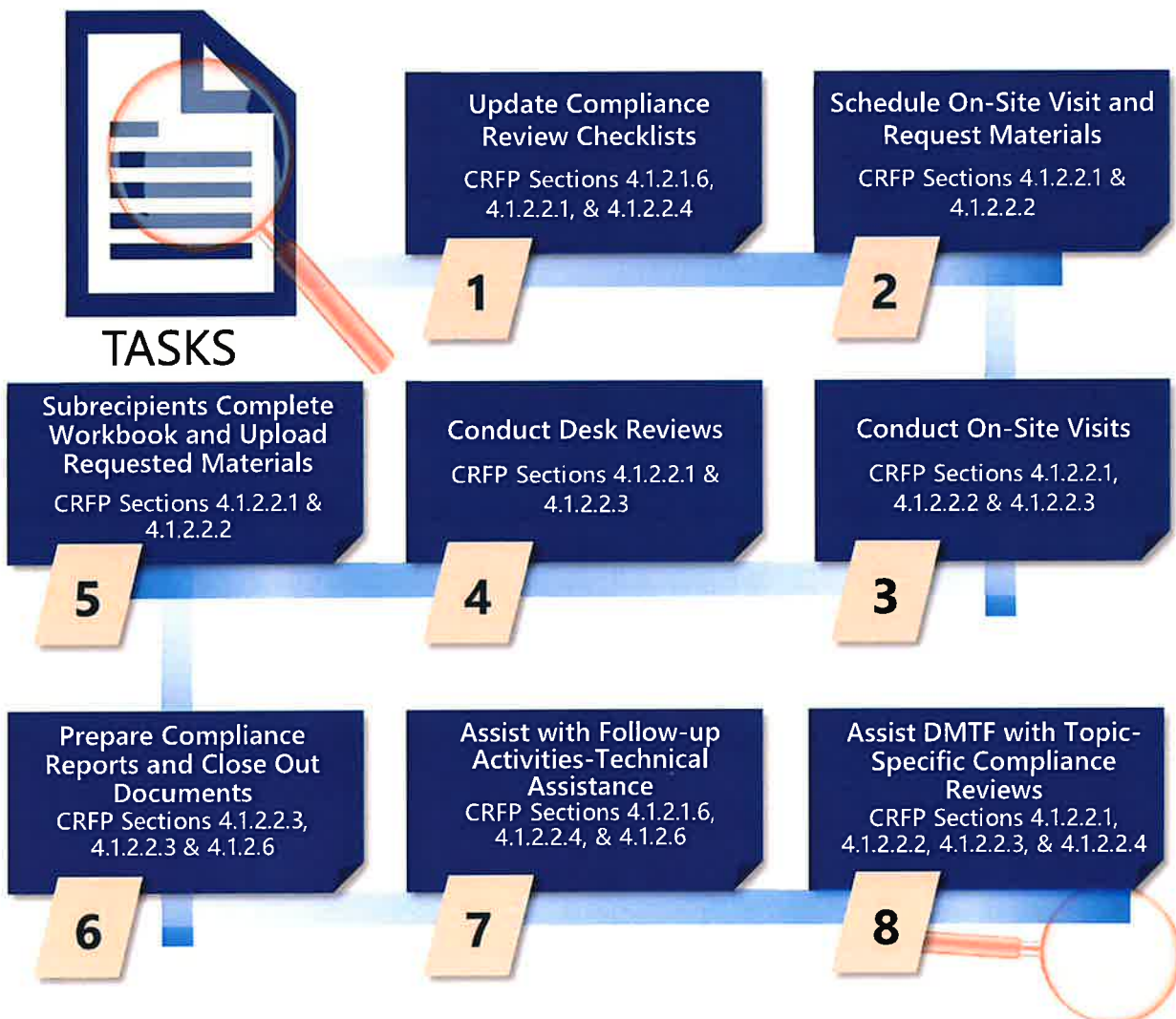
On a national level, KFH Group has conducted research projects compiling best practices for compliance monitoring tools developed and used by states. This includes National Cooperative Highway Research Program (NCHRP) Project 20-65(17): *Compliance Monitoring Tools* and NCHRP Project 20-65(18): *State DOT Best Practices for Developing a Title VI Civil Rights Program Document*, published as NCHRP Research Results Digest 340 supplemented with NCHRP Web-Only Document 147: *Reference Materials for State DOT Title VI Compliance: Appendices to NCHRP Research Results Digest 340*.

Overview of the Compliance Review Process

The general Compliance Review process for grantees of Federal and State transit funds includes notifying the grantee of the review, conducting a desk review, conducting the site visits, preparing the compliance report, and monitoring the grantee's corrective actions. Each review covers grantee activities in the previous three years, or since their last compliance review.

The compliance review approach is structured as an integrated workflow that collectively addresses the oversight, monitoring, technical assistance, reporting, corrective action, and operational improvement tasks identified in CRFP Section 4.1.2.2 while also supporting related elements of technical assistance, grant administration, and reporting identified under Sections 4.1.2.1.6 and 4.1.2.6 in the CRFP. **Figure 1-5** illustrates the compliance review workflow and its relationship to the applicable CRFP requirements.

Figure 1-5: Compliance Review Process with CRFP Requirement Mapping



To begin the review process, the subrecipient is contacted to notify them of the review and to coordinate the on-site visit. This is followed by an email confirming the visit date and outlining the day's agenda. At the same time, the subrecipient is requested to complete the new updated Compliance Review Workbook and provide additional documents needed that are not already available to DMTF. The subrecipients are also asked to have available the appropriate personnel for the review and documentation during the on-site interview.

The compliance Workbook itemizes the topics to be reviewed in two parts. Part One lists the information and materials to be submitted to DMTF prior to the on-site visit, and Part Two contains the questions to be answered by the local transit system. Subrecipients are asked to complete their portion of the Workbook and upload it at least two weeks before the on-site review, along with other requested materials. These include documents such as the grantee's most recent annual grant application, approved budgets, audit reports, quarterly progress reports, project and grant contract files, DMTF concurrence letters for procurements and asset disposition, and any complaints filed with DMTF or FTA.

Prior to the on-site visit, KFH Group uses the completed Workbook and other materials to conduct a desk review of the documentation that local transit systems provide to DMTF to demonstrate compliance with the various Federal and State of West Virginia Requirements. The desk review frames the issues that will be addressed during the site visit based on any areas of compliance that were not sufficiently demonstrated during the review, or any indicators of non-compliance that were found in the desk review documentation.

At the site visit, the subrecipient has the opportunity to provide additional evidence of compliance with each aspect of the applicable regulations, or to provide further context or explanation for how previously-submitted documentation does, in fact, provide evidence of compliance. The site visit begins with an entrance conference and follows the topics in the Workbook. When all site visit agenda activities are complete, we assist DMTF staff in conducting an exit conference to review findings, propose improvements, and/or corrective actions. Generally, the site visit requires one full day with each subrecipient.

Based on the desk review and the site visit, we prepare a Compliance Report for each subrecipient. The Compliance Report includes findings, corrective actions needed, and a timeframe for submission of the corrective actions to DMTF. KFH Group proposes that these Compliance Reports should be reviewed and signed by DMTF Leadership before being sent to the subrecipient.

The Compliance Report proposes a specific timeframe (30-90 days) for the subrecipient to correct deficiencies and to submit documentation that verifies corrective actions were taken. In addition to a review of compliance, the reports include recommendations for possible follow up—"best practices" for each system to maintain compliance. Once all compliance issues are addressed by sub, final reports are prepared. These are sent by DMTF, and they are sent to the local transit system or contractors along with a close-out letter.

The ultimate goal for this effort is to have all grantees fully in compliance with FTA and West Virginia DOT requirements. To the extent possible, after the site visit, we assist the subrecipient in correcting as many deficiencies as possible before the Triennial Reports are finalized. The KFH Group Team includes

a wide-ranging background and experience that is critical when working with local transit systems and other grantees. Our Project Team has unparalleled experience working with small urban and rural transit programs and services, bringing to the project a holistic—and unique—understanding of issues faced by State DOT staff that administer these programs and the local transit systems that provide services through them. The project team’s sensitivity to these issues cannot be understated, as it is the result of many years of experience working in the field along with the fact that many members of our team have worked for local transit systems or State DOTs—and in some cases have worked for both. Therefore, the KFH Group Team brings expertise and experience so that compliance monitoring carries a greater perspective of both state agency administration of transit funding and the operation of local transit services.

In addition to the comprehensive/triennial reviews discussed above, the KFH Group Team is prepared to assist DMTF with conducting targeted compliance reviews on specific topics. Under previous work order contracts, KFH Group has supported other states in conducting compliance reviews focused on the Drug & Alcohol testing programs, ADA, Title VI, EEO and Maintenance programs. In addition to monitoring compliance, we can assist DMTF in the development of technical assistance materials for educating the local transit systems (as well as any new DMTF staff) in FTA program requirements.

Requirement 4.1.2.6: Data Analysis and Reporting

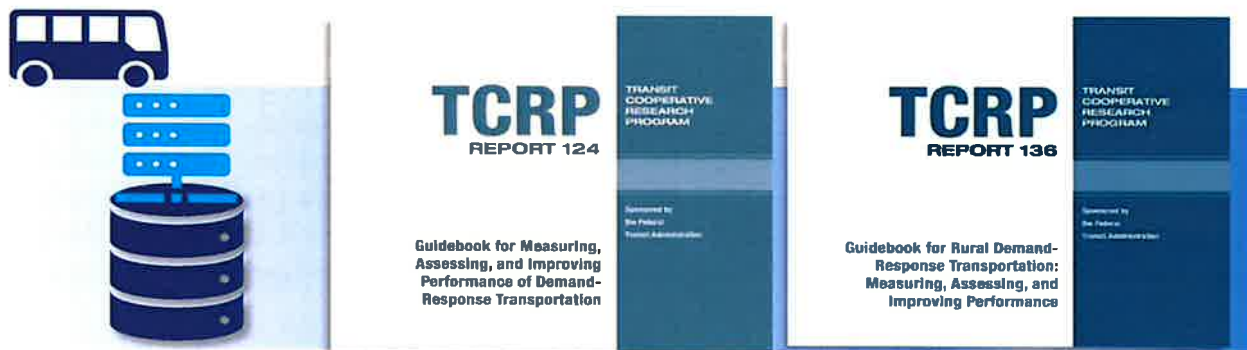
Task 4.1.2.6.1: Analyze transit data from subrecipients, including ridership trends, service efficiency, and cost-effectiveness, to recommend enhancements, reductions, or reallocations.

To support this effort, KFH Group is pleased to include John Giorgis on our team—a nationally recognized expert in NTD reporting. Mr. Giorgis brings 18 years of experience at the Federal Transit Administration, including 16 years directly shaping and administering NTD reporting requirements. His expertise spans transit data analysis for the Conditions and Performance Report to Congress, Census implementation, FTA funding formulas, and transit policy analysis.



KFH Group served as the primary contractor for two Transit Cooperative Research Program (TCRP) studies focused on performance measurement:

- **TCRP Report 124:** Guidebook for Measuring, Assessing, and Improving Performance of Demand-Response Transportation
- **TCRP Report 136:** Guidebook for Rural Demand-Response Transportation: Measuring, Assessing, and Improving Performance.



Under this contract, KFH Group is prepared to assist DMTF in streamlining the annual National Transit Database (NTD) reporting process for rural systems. Our team will analyze validation questions and responses from the past three years to identify recurring issues and develop a proactive action plan aimed at reducing the volume of validation inquiries in future submissions. This approach can also be extended to small urban direct reporters receiving funds through West Virginia's statewide allocation, ensuring consistent and efficient reporting across all eligible systems.

KFH Group also has the ability to support DMTF in leveraging existing reporting requirements to improve subrecipient efficiency and effectiveness. This work would entail identifying key metrics for demand-response and fixed-route operations, grounded-in logic models that reflect labor costs, schedule optimization, and asset utilization. These metrics could then be benchmarked against peer systems both within West Virginia and nationally using NTD data.

Additionally, KFH Group also has the capability to analyze geospatial data recently added to the NTD to assess how well West Virginia is meeting the transportation needs of rural populations. This analysis can be aligned with DMTF's policy goals or benchmarked against peer states.

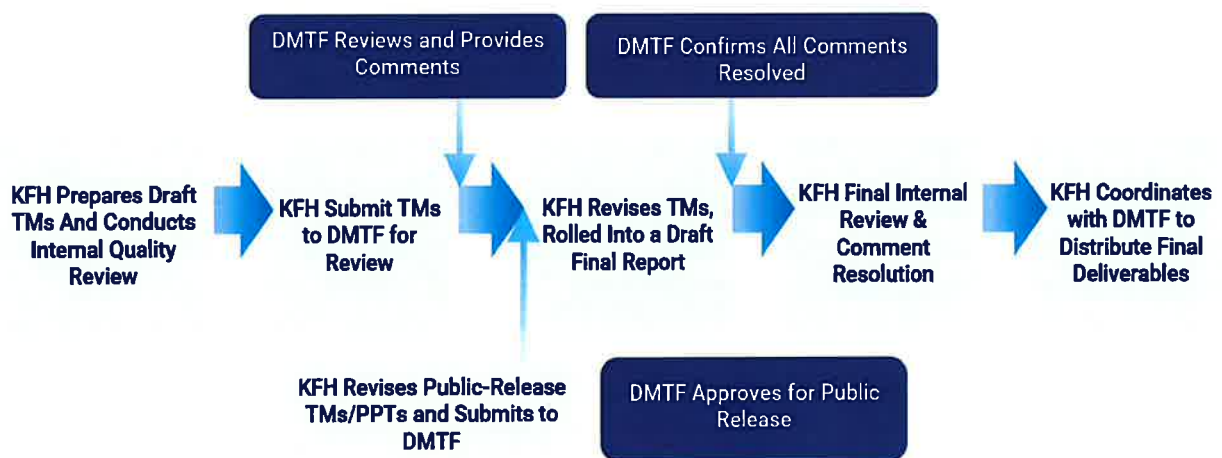
To support DMTF's Transit Asset Management (TAM) Group Plan and Public Transportation Agency Safety Plan (PTASP), KFH Group could evaluate asset and safety event data from the NTD. With FTA expected to enforce stricter compliance under 49 USC 5309(c)(1)(C), KFH Group could help DMTF demonstrate progress toward state-of-good-repair targets. This could be accomplished by reviewing performance trends over the past three years and recommending strategies to maintain or improve asset conditions.

Finally, KFH Group is equipped to analyze the 14 performance measures required under FTA's PTASP for small urban operators. We ensure that any asset-related safety risks are appropriately considered and will provide recommendations for updates during the next PTASP revision.

Task 4.1.2.6.2: Prepare draft reports, program manuals, and compliance workbooks for DMTF review and submission to FTA.

Proposed Preparation of Technical Studies and Reports

All technical studies and reports prepared under this contract will comply with DMTF requirements as outlined in the project Scope of Services and in response to feedback from DMTF staff. Unless otherwise directed by DMTF or subrecipient staff, deliverables will follow KFH Group's standard report format. The graphic below shows a tentative approach to the process of reviewing technical studies and reports.



Updating Program Manuals to Meet Changing FTA Regulations

This is an area where the KFH Group Team can provide critical support when in-house staff resources are stretched to other areas of program administration. KFH Group has extensive experience in assisting states with the development of statewide policies, plans and procedures for administering FTA funding, and in the development of state transit programs.

KFH Group is well-versed in the importance of program manuals for both DMTF staff and local transit systems. We have in-house expertise where KFH Group developed the Maryland Locally Operated Transit System (LOTS) Program Manual in 2000, updating it in 2004, 2012 and 2017. The LOTS manual provides comprehensive guidance on federal and state rules and regulations pertaining to Maryland's subrecipients. The manual is a comprehensive clearinghouse of information and even experienced managers use the document as a reference when questions arise.

Task 4.1.2.6.3: Support updates to program documentation and provide recommendations for service improvements based on data-driven insights.

KFH Group has worked with transit systems across the country, providing us with a vast background in best practices of transit systems across a wide array of operating environments. KFH Group uses this experience to develop data-driven insights customized for each subrecipient to drive outcomes. KFH Group has proficiency in developing program manuals for the Section 5310 and Section 5311 programs. These manuals are geared for subrecipients of Section 5310 and Section 5311 funds that do not also receive other FTA funding as a direct recipient. Section 5311 subrecipients are typically traditional public sector transit operators in geographic areas that do not meet the 50,000-population threshold to be an urbanized area. Section 5310 subrecipients are typically non-profit human services agency programs that sometimes even provide services other than public transportation.

In each case, the Program Manual provides:

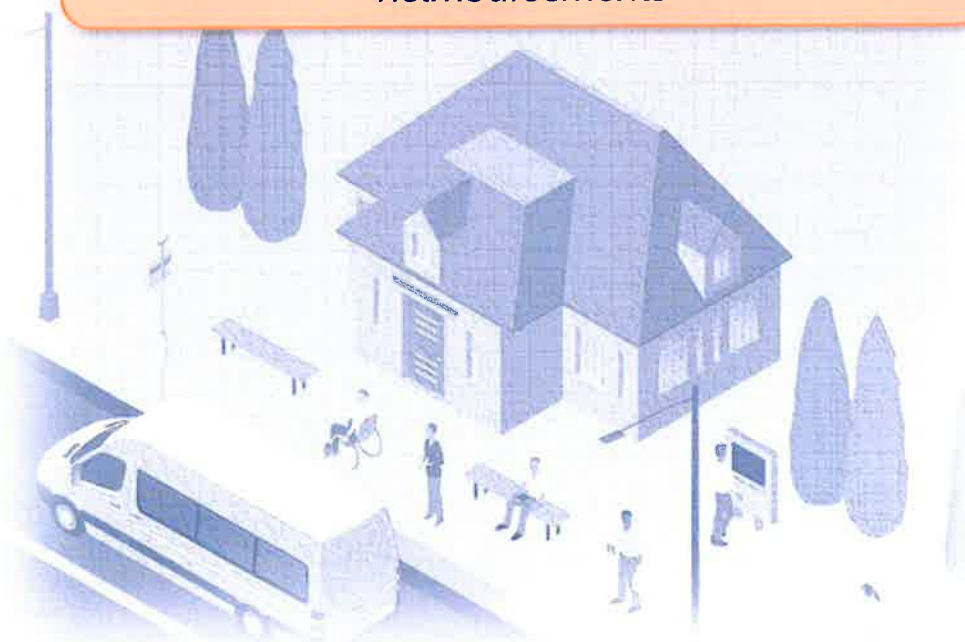
- References to the source of applicable FTA requirements
- A central location to find answers to specific questions about the program or program requirements
- Templates that assist in meeting FTA requirements



Goal 4

***Streamline reimbursement processes
and reporting to federal systems such
as the TRAMS and ECHO***

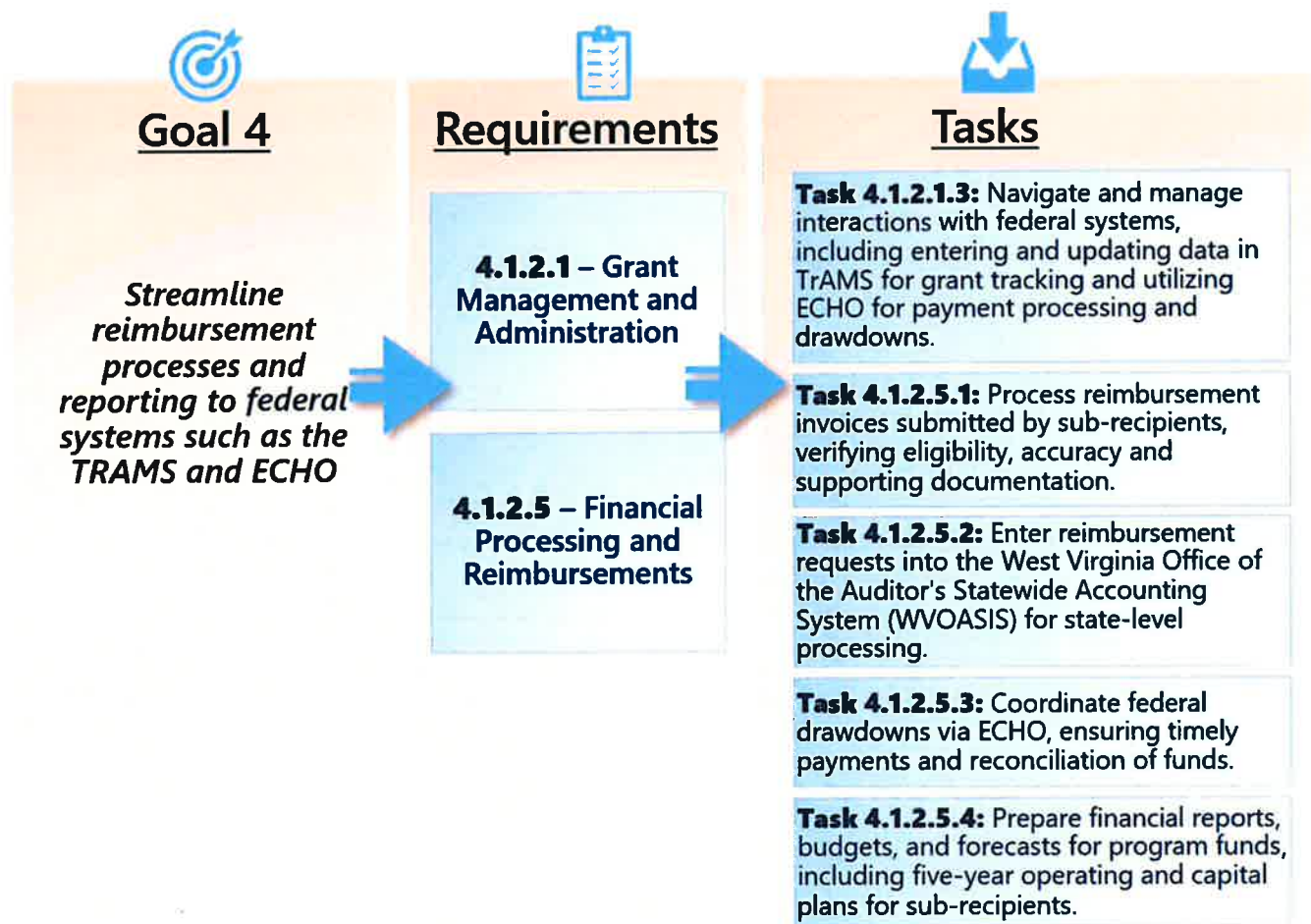
4.1.2.1 – Grant Management and Administration
4.1.2.5 – Financial Processing and
Reimbursements



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Goal 4 – Streamline reimbursement processes and reporting to federal systems such as the Transit Award Management System (TrAMS) and Electronic Clearing House Operation (ECHO).

Goal 4 is structured into two requirements: Requirement **4.1.2.1 (Grant Management and Administration)** and **Requirement 4.1.2.5 (Financial Processing and Reimbursements)**. As shown in the graphic below, this goal is carried out through a structured set of tasks which create a streamlined, accurate, and transparent financial management process that supports efficient program delivery.



Requirement 4.1.2.1: Grant Management and Administration

Task 4.1.2.1.3: Navigate and manage interactions with federal systems, including entering and updating data in TrAMS for grant tracking and utilizing ECHO for payment processing and drawdowns.

KFH Group is pleased to include David Schneider on our team. Mr. Schneider is the Nation's leading expert on navigating FTA's TrAMS system, including entering and updating data and preparing ECHO drawdown payments. KFH Group navigates financial processing and reimbursement requirements as described under the following tasks for processing reimbursement invoices through the Federal systems, entering reimbursement requests into the West Virginia system, and coordinating the drawdown of Federal funds through ECHO. KFH Group aligns all of these activities through the preparation of financial reports, budgets, forecasts and plans.

Requirement 4.1.2.5: Financial Processing and Reimbursements

Task 4.1.2.5.1: Process reimbursement invoices submitted by subrecipients, verifying eligibility, accuracy, and supporting documentation.

One of the most important tasks within the grant administration function is the processing of subrecipient invoices. Subrecipients typically need to get reimbursed the federal share as soon as possible, particularly those that are not part of a local government, while the Division must do its due diligence to make sure the expenses are accurate, allowable, and allocatable to the grant.

Guidance for allowable expenses is provided to subrecipients via Appendix II of the Section 5311 grant application. The KFH Group staff assigned to the Division for this task will be responsible for checking to see that the reimbursement requests provide all the necessary supporting documentation. KFH Group takes the following steps to systematically implement the reimbursement process.

- 1. Develop and implement procedures for collecting and verifying subrecipient invoices.** KFH Group develops and implements a system for collecting, tracking, and storing invoices for subrecipients and connecting invoices to line items on each federal award's Program of Project (POP) and award budget. KFH Group monitors the flow of subrecipient invoices against federal award milestones to ensure that subrecipients are invoicing DMTF as they carry out project milestones. KFH Group ensures that invoices are supported by receipts and other documentation so that invoices are eligible for expenses under the award. This will guarantee that the fare revenue has been deducted from the total expenses to arrive at the net deficit for any claims for operating expenses. This will also ensure that all calculations are accurate, that all required narratives are included, and that all of the expenses claimed are allowable under the grant agreement. The general requirements for allowability for federal grants are established in 2 CFR § 200.403(a) through §200.403(g). The specific cost allowability factors are listed in 2 CFR § 200.420 through § 200.475.

2. **Promptly reimburse subrecipients for eligible expenses.** KFH Group—in collaboration with DMTF payment systems—will promptly reimburse subrecipients for eligible expenses. KFH Group monitors and tracks subrecipient reimbursements and connect each payment to a federal award/project/budget scope/suffix in TrAMS and ECHO to facilitate federal reimbursement for the corresponding payment to subrecipients.
3. **Develop and implement procedures for subrecipient repayment for ineligible expenses.** KFH Group develops and implements a process for contacting subrecipients and receiving repayments if it learns that an initial reimbursement was for an ineligible expense, or that the initial reimbursement was greater than the actual cost, or if the reimbursement lacked appropriate supporting documentation. KFH Group closely monitors and tracks repayment requests and incorporates this information into broader subrecipient management.

Task 4.1.2.5.2: Enter reimbursement requests into the West Virginia Office of the Auditor's Statewide Accounting System (WVOASIS) for state-level processing.

Once the invoices have been verified for eligibility, accuracy, and completeness, the information can be entered into the West Virginia Office of the Auditor's Statewide Accounting System (WVOASIS) for state-level processing. KFH Group proposes that at least two staff members be trained in this task to ensure timely processing of subrecipient invoices.

Task 4.1.2.5.3: Coordinate federal drawdowns via ECHO, ensuring timely payments and reconciliation of funds.

The next step for fund reimbursement is for the KFH Group staff to provide all necessary records and supporting documentation to the Division's Comptroller for ECHO draw down. While the Comptroller is tasked with completing the draw downs, KFH staff can support the task by preparing the Milestone Progress Reports (MPRs) and Federal Financial Reports (FFR) to be entered into TrAMS within 30 days after the end of the reporting period. The following steps will ensure coordination among all parties for Federal drawdowns via ECHO for timely payments and compliant reconciliation of funds.

1. **Develop and implement procedures and internal controls for ECHO payments.** FTA rules governing funds management state that recipients request funds on a reimbursement basis (after expenses have been incurred and paid), or that funds may only be drawn down three days prior to an expense incurred, that recipients establish segregation of duties between individuals approving and requesting payment, and that payment requests be supported by documented receipts and requests are tied to individual awards, among other requirements. KFH Group develops and implements payment standard operating procedures to ensure that each payment request meets FTA's requirements.

2. **Ensure that relevant staff have access to ECHO and appropriate user roles.** KFH Group ensures that all relevant staff have access to ECHO and relevant roles, that individuals avoid system lockout due to inactivity, and that roles are reviewed annually and individuals who no longer need ECHO access or have separated from the agency have their accounts deleted.
3. **Develop and implement a monthly cadence for payment requests.** FTA requires that drawdowns occur over the course of an award's period of performance and that there are no significant time lags between when costs are incurred and funds are disbursed. KFH Group develops and implements a monthly draw-down cadence to ensure that disbursements are being processed at least monthly, unless no costs were incurred for a given month.
4. **Reconcile payment processing with information submitted in Federal Financial Reports.** FTA requires that recipients report cash receipts (the sum of all ECHO payment requests) and cash disbursements (the sum of all payments made to staff, vendors, and other eligible entities) as part of its cyclical Federal financial reports. KFH Group intends to cross-reference cash receipts and payments from DMTF financial systems to FFRs to report accurate information.
5. **Monitor award period of performance end dates to avoid payment suspension.** Beginning in 2026, FTA began suspending automatic payment requests for any award whose period of performance (POP) end date was prior to the payment request date. KFH Group closely monitors POP end dates and take action to extend these dates, as necessary, to avoid ECHO payment suspension.

Task 4.1.2.5.4: Prepare financial reports, budgets, and forecasts for program funds, including five-year operating and capital plans for subrecipients.

1. **Forecast Federal funding for Section 5305, 5310, 5311, 5329, and 5339 funding based on National Transit Database and Census Data.** Federal funding allocations are based on statutory formulas that allocate funding based on demographic and transit service data. Future allocations can be predicted based on demographic information at hand. KFH Group estimates future funding allocations based on overall program funding levels specified in law, transit service data reported to the NTD, and the Decennial Census and American Community Survey data used in the formulas. These forecasts will allow DMTF to proactively plan to meet future needs.
2. **Confirm accuracy of annual apportionments.** Once FTA publishes its annual apportionment tables, KFH Group will confirm that West Virginia and its urbanized areas received the amount they are entitled to under the statutory formulas by calculating the expected amounts based on census and NTD data and the formula unit values and comparing these totals to the published allocations. KFH Group will promptly contact FTA to resolve incorrect apportionment amounts if allocations differ from expected amounts.

3. **Closely document and monitor federal allocations and obligations.** By law, transit formula funds do not need to be awarded in grants the same year that they are apportioned by FTA, however, each program has a period of availability ranging from two to five years, after which apportion funds are no longer available to states and urbanized areas and are returned to FTA for re-apportionment. KFH Group closely monitors formula funds made available in prior years to ensure that they are obligated within their statutory period availability. We prioritize “lapsing” funds, i.e., funds set to expire at the end of any given fiscal year, and work closely with DMFT and FTA to award these funds in grants.
4. **Develop five-year operating and capital plans for 5310 and 5311 subrecipients.** KFH Group works to support and update DMTF’s Group Transit Asset Management Plan which provides asset lifecycle management strategies for subrecipient capital assets. KFH Group also develops and implements a process for identifying new transit service, capital, and operating needs in West Virginia. This process is consistent with the procedures for project selection contained in DMTF’s state management plan for the Section 5310 and 5311 programs and the Coordinated Human Services Transportation Plan that is required under the Section 5310 funding.

Additional services (Value Add):

1. **Supporting coordinated transportation.** Beyond the core Section 5310 and 5311 program management tasks outlined in the CRFP, KFH Group can help DMTF leverage the federal Coordinating Council on Access and Mobility (CCAM) framework to strengthen coordination between its transit subrecipients and the broader universe of federally-funded human services transportation in the state. This would include cross-referencing WVDOT’s subrecipient network against CCAM’s inventory of 130 federal programs that may fund transportation to identify realistic fund-braiding opportunities for local match; facilitating coordination between DMTF and the Bureau for Medical Services around Medicaid non-emergency medical transportation, using CCAM’s cost-sharing principles and the CMS/FTA Medicaid coordination fact sheet as a shared framework; exploring coordination with the VA’s Highly Rural Transportation Grants program given West Virginia’s significant highly-rural veteran population; and providing technical assistance to help subrecipients formalize vehicle and ride resource-sharing agreements consistent with CCAM policy guidance. Together, these services would help DMTF capture efficiencies and expand mobility options for seniors, individuals with disabilities, and low-income residents beyond what Section 5310/5311 funding alone can support.
2. **Identify discretionary funding opportunities and develop funding applications.** FTA and the DOT Office of the Secretary of Transportation provides annual Notice of Funding Opportunities which allow agencies from across the country to compete for additional transit project funding. In the past, West Virginia transit agencies have successfully competed for funding under the FTA’s Buses and Bus Facilities Program and the Department of Transportation’s BUILD program. KFH Group monitors annual funding opportunities, consults with DMTF and urban transit agencies about potential opportunities, and assists in drafting applications for competitive program funding, as appropriate.

- 3. Identify FHWA funding transfer opportunities and coordinate transfers.** By law, funding under the Surface Transportation Program (STBG), the Congestion Mitigation and Air Quality program (CMAQ) and other “Flexible” programs can be transferred from highway projects to transit projects, and vice versa. In the past, transit agencies in West Virginia have received and implemented FHWA transfers for transit projects. KFH Group coordinates with DMTF and the relevant FHWA and FTA stakeholders to identify transit investment needs and facilitate transfers.
- 4. Identify Community Project funding opportunities and seek out congressionally designated funding.** Since 2022, Congress has included in annual appropriations-specific allocations to individual agencies and projects. In FY2026, these Congressionally directed allocations totaled over \$147 million. KFH Group coordinates with DMTF and West Virginia transit agencies to determine whether to pursue Congressionally directed funding and support future calls for proposals as needed.
- 5. Provide technical assistance on changes to OMB Guidance, Reauthorization.** The federal grants and transportation policy landscape is changing. In May 2026, Office of Management and Budget announced sweeping changes to its Uniform Grants Guidance (2 CFR 200). The Infrastructure Investments and Jobs Act (IIJA) is set to expire in October 2026, and Congress is expected to enact a new five- to six-year surface transportation bill with new programs and policies. KFH Group monitors these and other changes to transit public administration and provide updates and recommendations to stakeholders on how to respond to new rules as needed.



Goal 5

Meetings, trainings, and public outreach

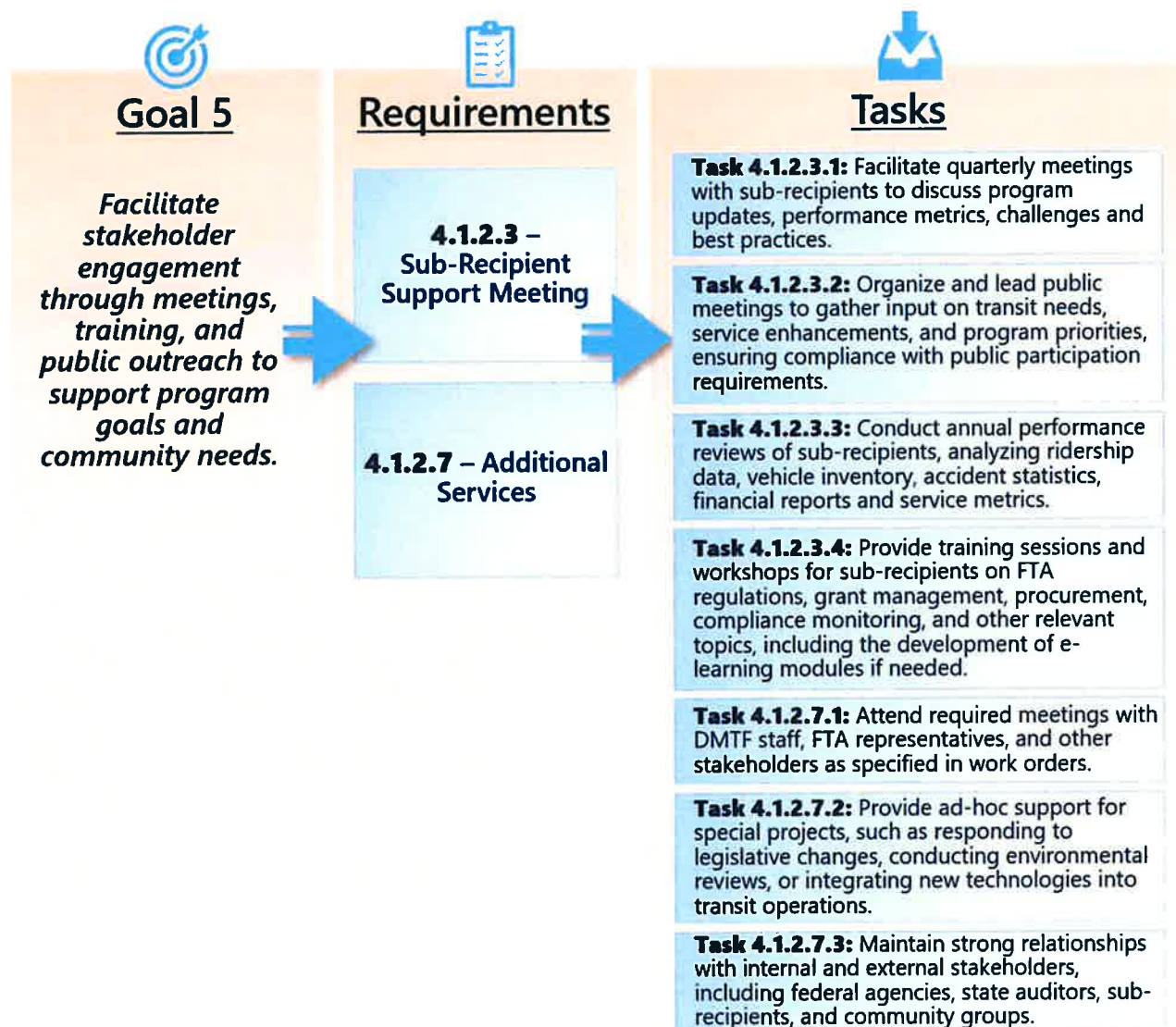
4.1.2.3 – Sub Recipient Support Meeting
4.1.2.7 – Additional Services



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Goal 5 – Meetings, Trainings, and Public Outreach

Goal 5 focuses on facilitating meaningful stakeholder engagement to support program goals and address community needs by organizing activities across structured meetings, training initiatives, and ongoing collaboration efforts. As shown in the graphic below, this goal is carried out through **Requirement 4.1.2.3 (Subrecipient Support Meeting)**, and **Requirement 4.1.2.7 (Additional Services)**, which the KFH Group Team will fulfill through a structured set of tasks. Collectively, these coordinated activities establish a proactive and collaborative framework that promotes communication, strengthens partnerships, and ensures stakeholder needs are effectively integrated into **Goal 5**.



Requirement 4.1.2.3: Subrecipient Support Meeting

Task 4.1.2.3.1: Facilitate quarterly meetings with subrecipients to discuss program updates, performance metrics, challenges and best practices.

Quarterly Meetings/Reports

KFH Group recommends DMTF staff meet with transit grantees at least once every quarter to review the previous quarter's activities. DMTF should review this form prior to each quarterly meeting and include any questions, concerns, or data that needs to be verified with the grantee. During the quarterly meeting, DMTF should document this process on a quarterly progress report. The report should indicate each topic area discussed with the grantee. All notes and comments from the grantee should be captured as well.

Specifically, the following topic areas are recommended:

1. Contact Information – Verify and update agency staff contact information.
2. Performance Data – Review last three months of Performance Data (ridership, hours, and miles) and verify.
3. Safety – Document any safety incidents in the last three months.
4. Asset Inventory – Verify that inventory and mileage are up-to-date. Check that vehicle categories are correct.
5. Service Changes – Review any service changes that have been completed in the last quarter and verify that changes have been reflected in GTFS feed.
6. Project Review – Review all open and executed projects.
7. Five-Year Capital Budget – Verify Five-Year Capital Budget and correct where necessary.
8. Title VI Complaints (5311 only) – Record any Title VI complaints.
9. ADA Complaints (5311 only) – Record any ADA complaints.
10. Drug & Alcohol Review (5311 only) – Review drug and alcohol tests and reporting.
11. Notes and General Discussion.

Additional services (value-added):

1. Provide technical assistance and training to West Virginia Small Urban transit agencies managing Section 5307, 5339, and 5337 funds on all aspects of the grants lifecycle. Transit agencies operating in urban areas in West Virginia, including Charleston, Wheeling, Morgantown, and Beckley, apply for and manage urbanized area and other program funds directly, and West Virginia University manages state-of-good-repair program funds to maintain its monorail system. The grants lifecycle for these programs is very similar to state-administered grants. KFH Group provides technical assistance and training to employees managing FTA funds throughout West Virginia in order to pass along the knowledge and lessons from state-administered programs.

Task 4.1.2.3.2: Organize and lead public meetings to gather input on transit needs, service enhancements, and program priorities, ensuring compliance with public participation requirements.

The KFH Group Team understands the importance of a broad spectrum of outreach efforts with the public. Drawing on three decades of experience, we understand that engaging the public in transit planning can be challenging—especially when the topic doesn't involve changes that directly affect riders. Our experience has indicated that high public turnout at meetings often means dissatisfaction with service quality.

A wide range of local and regional stakeholders play a vital role in the transit planning process. These include human services agencies, educational institutions, local businesses, elected officials, private transportation providers, workforce development organizations, aging and disability service providers, and advocacy groups. KFH Group works closely with project sponsors to ensure a tailored and inclusive public engagement process that fosters meaningful community involvement.

Our strategy for stakeholder engagement involves first ensuring that we are familiar with the service on the ground. Following that, we have a variety of different formats for public meetings including traditional public meetings, open houses, focus groups, and KFH Groups' innovative "meeting on a bus."

Our goal in connecting with the community is not merely to generate a specific number of attendees—we do not play the numbers game. Instead, we look for a high level of meaningful input.



Riding the Transit Service

We Ride the Buses! Our team will sample the service area and ride the service. Not only is this the most effective way to complete field assessments of the transit services (identifying problematic portions of a route, bus stops that need upgrading, operational considerations), but it is one of the best ways to obtain substantive input on transit service and needs from transit customers. This is also the time where the consultant team can engage front line transit workers and get a broad understanding of any operational issues within a system.



Riding The Service

Public Meetings/Workshops

Using a tried-and-true approach to public and stakeholder involvement, KFH Group leverages community input to have a meaningful impact on the planning process outcomes. Our workshops are designed to be interactive and engaging. Using tools such as collaborative mapping, real-time surveys, and participatory exercises, we ensure attendees are active contributors to the planning process. Our goal for any public engagement event is to help the participants understand that their input and ideas are essential to the planning process, allowing them to take ownership of the planning outcomes. This brings the public and stakeholders into the tent and makes implementation and convincing decision-makers far easier in the long run. Each meeting will include promotional materials for existing transit services at the location, maps and dot democracy exercises to prioritize needs, and surveys for participants to fill out.

Open Houses

Open house-style meetings are a great way to gather input on transit needs, disseminate information about project strategies and market transit services to the public. An open house is where the project team sets up a location with information and interactive engagement tools to help elicit input from a community on transit needs. This format is essentially the same as the meeting on a bus, but at an event or location where a bus cannot be present.

Focus Groups

From our experience, we know that focus groups can be a useful engagement tool, providing the opportunity to obtain specific input on needs and to work through various strategies and alternative approaches, thereby operating as a “test lab,” so to speak. If properly selected, focus groups are very effective at capturing a wide range of information that could not be drawn out at a poorly-attended public meeting.

Meeting on a Bus

The KFH Group “Meeting on a Bus” has become an effective tool for stakeholder and public engagement. In addition, it is an excellent opportunity to market a transit agency or service. It increases visibility for the transit agency and encourages participation from individuals who may not attend conventional meetings. These events are especially effective when paired with high-traffic community gatherings such as farmers markets, college campuses, or sporting events.



While these are the standard means of obtaining user input, KFH Group works with the local system to identify alternative strategies as needed. KFH Group has experience executing intercept interviews of transit users at transfer points, setting up information/data collection booths at major community events, and putting interviewers on a bus that is stationed at different activity centers (with publicity about the location of the bus). At public meetings, KFH Group staff have invented and used game exercises to elicit priorities by having participants map their desires and choose options under hypothetical budget constraints.

The results of this input task will be processed and provided as matrices or tables, with common threads identified to reflect key issues or concerns. Potential ways of addressing or resolving comments will also be identified, such as addressing issues through the plan, forwarding comments to the organization about which the comments were received, or addressing service issues (late buses, for example).



To expand participation and make engagement more accessible, we incorporate virtual and digital tools throughout the outreach process. Online meetings on Zoom or Microsoft Teams provide flexible participation options, while surveys are offered through platforms such as Microsoft Forms and Alchemer, with paper versions available as needed. We also utilize interactive tools—including Mentimeter for live polling and ESRI Survey123 for map-based input—to gather location-specific insights and support broader community involvement.

Task 4.1.2.3.3: Conduct annual performance reviews of subrecipients, analyzing ridership data, vehicle inventory, accident statistics, financial reports, and service metrics.

Reporting

KFH Group has extensive experience supporting the Maryland Department of Transportation Maryland Transit Administration (MDOT-MTA) and other transit agencies in preparing comprehensive reports, policy analyses, and legislative responses addressing both rural and urban public transit needs. Our work has guided the development of key state programs, shaped transit policy, and informed decision-makers at all levels of government.

Reporting Approach and Methodology

KFH Group takes a structured and collaborative approach to reporting, ensuring that findings are clear, actionable, and aligned with client objectives. Our process typically includes:

Defining the reporting framework



in consultation with DMTF and partner agencies to align with legislative mandates, FTA requirements, or state policy goals.

1

Collecting and analyzing quantitative & qualitative data



from transit providers, stakeholders, and community partners across rural and urban systems.

2

Developing interim memoranda and technical summaries



to keep DMTF informed throughout the study process.

3

Preparing final reports and presentations



that clearly communicate findings, recommendations, and implementation strategies to technical, legislative, and public audiences. Each report KFH Group produces is tailored to its purpose—whether a policy analysis, compliance review, or strategic plan—and is formatted to meet DMTF and FTA documentation standards.

4

Deliverables and Communication

For each project, KFH Group provides DMTF with:



Through these efforts, KFH Group has demonstrated its ability to deliver accurate, comprehensive, and policy-relevant reports that inform funding decisions, guide program design, and strengthen both rural and urban transit systems across the country.

KFH Group has wide experience with transit operators of all sizes across a wide range of operating environments around the country. KFH Group also has deep familiarity with data for peer group comparisons, from our proposed project lead as a former manager of FTA's National Transit Database to our experience managing Maryland's Transit Database. Our approach to annual performance reviews follows the following process:

1. Identify strategic priorities – KFH Group meets with the leaders of DMTF to ensure our understanding of DMTF's strategic priorities for the transit program. For example, this may include safety, state-of-good-repair, ridership, service coverage, financial performance, or other goals.
2. KFH Group determines the best data to be indicators of those strategic priorities. This may include NTD data, census data, state data, results from prior annual reviews, or data that KFH Group proposes that DMTF begin collecting from its subrecipients.
3. KFH Group establishes baseline data from the available data sources.
4. KFH Group identifies appropriate context information for the baselines, including historical trends, information from and conversations with the subrecipients, data from other systems in West Virginia, and data from candidate peer systems in other states.
5. KFH Group develops proposals for short-term and/or medium-term performance goals for subrecipients based on the strategic priorities, established baseline data, and appropriate contextual information.

Task 4.1.2.3.4: Provide training sessions and workshops for subrecipients on FTA regulations, grant management, procurement, compliance monitoring, and other relevant topics, including the development of e-learning modules if needed.

Training

KFH Group has extensive experience providing training programs. We have conducted a variety of training sessions across Maryland, including at the annual Transportation Association of Maryland (TAM) conference. These trainings have included the following topics:

- Maryland Locally-Operated Transit System (LOTS) Program Manual Training
- Section 5310 Manual for DMTF Training for Subrecipients
- FTA Drug and Alcohol Testing Requirements
- Implementing a Mobility Management Program
- Evaluating Public Transit Services, Human Services Transportation, and Mobility Management Efforts
- Designing Volunteer Driver Programs
- Guidelines for Implementing Microtransit
- Procurement for Transit Agencies and Nonprofits

Beyond Maryland, KFH Group has designed and conducted numerous trainings across the country for transit operators, transit associations, state departments of transportation, and a variety of national organizations that include:

- Community Transportation Association of America (CTAA)
- National Rural Transit Assistance Program (RTAP)
- South West Transit Association (SWTA)
- Transit Research Board (TRB) - Rural and Intercity Bus Conference

Following is a list of our training courses and presentations that we can customize to meet specific requests. In addition, we can develop individualized trainings to fit DMTF/WV's local transit agencies or other agency or group's needs. All training courses or sessions can be conducted as a stand-alone training course, or tailored to fit within a statewide, regional or local conference or workshop.

- *Rural and Small Urban Transit Service Design – Fixed Route Done Right*
- *The Golden Age of Rural, Tribal and Small Urban Transit: The New Service Designs*
- *Comingling Paratransit and Other Trips in On-Demand Microtransit*
- *Public and Stakeholder Communications to Create More Support for Your Transit System*
- *Rural and Tribal Transit and Doing More with Less: Cost Savings through Productivity, Communication and Service Design*
- *Successful Mobility Management Practices in Small Urban and Rural Areas*
- *Bus Stop Assessment and Evaluation*
- *Paratransit Dispatching Techniques*
- *Transit Asset Management - More than Just Meeting the Regulation*
- *Cost Reduction Strategies for Public Transit Providers*
- *Expanding Mobility and Access through Effective Coordinated Transportation Planning*
- *Planning Ahead - Making Sense of the Transportation Planning Process*
- *National Transit Database Reporting Requirements*
- *Understanding FTA's Funding Formulas*

Requirement 4.1.2.7: Additional Services

Task 4.1.2.7.1: Attend required meetings with DMTF staff, FTA representatives, and other stakeholders as specified in work orders.

KFH Group attends all required meetings in person or as appropriate through online formats, as specified in individual Work Orders. These meetings may take place at the DMTF offices or at various locations across the state, depending on the nature of the assignment. In-person attendance may be required for Transit Development Plans (TDPs), compliance oversight activities, training sessions, or other technical and planning support services outlined in the specific work orders.

Task 4.1.2.7.2: Provide ad-hoc support for special projects, such as responding to legislative changes, conducting environmental reviews, or integrating new technologies into transit operations.

KFH Group Team offers a broad range of additional expertise that DMTF may choose to utilize under individual work orders. Based on our extensive experience supporting rural and small urban transportation planning services, we are well-prepared to assist and provide ad-hoc support in response to legislative changes, environmental reviews, or new technologies. KFH Group stands ready to provide ad hoc support for any special projects directed by DMTF. Section 2 on our capabilities provides several examples of the sorts of special projects that KFH Group has accomplished for its clients. Following are descriptions for how KFH Group, and our partners at RK&K, are ready to support DMTF for the three ad hoc projects listed, as well as examples of three other ad hoc projects where KFH Group could support DMTF for the life of this agreement.

Legislative Changes

Our proposed project manager, John Giorgis, is an expert in FTA's legislation and legislative history. He has provided input to the development of major transit legislation for over ten years. While at USDOT he was a trusted advisor and interpreter of legislative changes. KFH Group also has many examples of research investigations into the implementation of new federal laws and best practices from State DOTs. Examples include TCRP Report 239: Provision of Alternative Services by Transit Agencies; Intersection of Regulation and Program, TCRP Report 203: Transportation to Dialysis Centers: Health/ Transportation Policy Intersection, TCRP Synthesis 142: Implementing the US DOT Reasonable Modification Rule, and NCHRP Research Results Digest 340: State DOT Best Practices for Title VI Compliance.

Environmental Reviews

Our team brings the depth and breadth of experience of RK&K to complete any environmental task needed to support subrecipients. Tasks that RK&K might accomplish include:

- Environmental Site Assessment
- Wetland Delineations
- Jurisdictional Determination
- Stream Restoration
- Natural Habitat Assessments and Ecological Studies
- Wetland Impact Compensation
- Water Quality Monitoring and Analysis
- Environmental Permitting and Regulatory Assistance

NEPA Study and Related Services

Our team of experienced environmental planning professionals will be led by **Maggie Berman, CEP**, who has managed complex NEPA studies throughout West Virginia, Virginia, and Maryland. RK&K has been conducting environmental planning for transportation projects since NEPA was enacted more than 50 years ago. Today, we have one of the largest environmental planning teams in the mid-Atlantic and Southeast Regions that specializes in transportation projects. Our team knows that obtaining environmental clearance is a critical step in advancing a project to construction. Alternatives will be developed in accordance with the latest state and Federal standards. Our team of experienced NEPA planners and resource specialists have expertise in every resource covered under NEPA including land use/socioeconomics and environmental justice, right-of way, hazardous materials, wetlands and waters of the US, threatened and endangered species, habitat, cultural and historic resources, section 4(f) and 6(f) resources, noise, air quality, indirect and cumulative effects, and beyond.

Maggie Berman, CEP, is skilled in transportation planning and environmental documentation, including the development and review of all levels of NEPA documentation and related planning documents, such as logical termini, independent utility, class of action, purpose and need, and feasibility reports. Her NEPA experience includes the preparation of PCEs, CEs, EA/FONSIs, and EIS/RODs, as well as all supporting technical documentation for resource evaluations in socioeconomics, land use, right-of-way, environmental justice, Section 4(f) and 6(f), and indirect and cumulative effects. She also has experience leading extensive agency and stakeholder outreach and public involvement efforts for a variety of NEPA studies.

Sari Rothrock, AICP, has experience in planning civil infrastructure projects. A graduate of the Department of Urban Studies and Planning at the Massachusetts Institute of Technology, her areas of expertise include community and environmental planning and public outreach. Additional skills and competencies include meeting facilitation, NEPA compliance, and Environmental Justice analysis.

Technology and Tools for Rural Transit Planning

Transit Technology for Rural and Small Urban Transit

Technology is an essential component in today's rural and urban transit systems. While clearly technology will not solve all of a transit system's issues, it can improve the existing approach.

KFH Group has extensive experience in developing technology specifications for transit agencies across the country. Many rural and small urban transit agencies continue to use legacy software systems with limited capabilities for real-time scheduling, dispatching, and reporting/recordkeeping processes. Upgrading these systems to modern platforms can significantly improve operational efficiency, data accuracy, and overall service management.

Modern transit platforms—whether cloud-based systems, automated reporting tools, or simple dashboard solutions—offer flexible options that can be scaled to fit the needs and capacities of rural and small urban agencies.

Importantly, procuring technology is not the goal—the goal is to improve service and organizational productivity.

KFH Group helps agencies by assessing what they actually need from a functionality standpoint, then assisting them in developing RFPs that ensure the selected technology aligns with agency goals and supports long-term operational success.

While technology can help, a cautionary note is essential as there are many transit systems that have failed to properly implement their technology and end up discarding it or simply not using it as intended. Procuring the product that best meets the system's needs can be challenging. **KFH Group staff members have extensive experience in ensuring that the right product is procured. KFH Group staff members have been involved in the procurement of technology since 1986, assisting more than 20 transit systems with their ITS (Intelligent Transportation System) development efforts.**

Through national conferences, state DOT trainings, statewide association meetings, and rural transit workshops, KFH Group has also led professional training under The Guide to Rural Transit Technology, including the session *"Assessing and Implementing Scheduling/Dispatching Modifications."* This training outlines what we call The Twelve Rules of Rural Transit Technology—practical principles that have guided many successful implementations. For example, one of these is important at the outset: *"Has the transit system staff 'bought into' the notion of new technology?"*

There are nine primary reasons to procure technology:

- 1) **Improve productivity of staff** – It is possible to increase the number of drivers controlled by a dispatcher.
- 2) **Improve customer service** – This can include reduced telephone time, fewer calls, digital communication channels such as mobile self-service tools, online booking platforms, and text notifications, shorter trips, ease of payment, and other enhancements.

- 3) **Improve scheduling and dispatch productivity** – On-demand transit software can improve operating productivity and thereby save money.
- 4) **Improve recordkeeping and trip documentation** – One-time data entry function using in-vehicle tablets that eliminates redundant data entry.
- 5) **Enhance reporting capabilities** – Enabling agencies to easily generate accurate reports for state DOTs and the National Transit Database (NTD).
- 6) **Improve on-time performance** – Real time information gives a dispatcher the ability to intervene when a driver falls behind schedule.
- 7) **Provide better management tools** – In-vehicle tablets (replacing legacy Mobile Data Terminal (MDT) units) and automatic vehicle locations (AVL). GPS-based tracking systems afford management new real-time monitoring tools as well as powerful recordkeeping and safety tools.
- 8) **Improve customer service performance (formerly telephone performance)** – Transit technology can support call centers, customer service staff, and digital booking channels for faster processing of trip requests to improve customer communication and trip-booking efficiency.
- 9) **Improve safety** – The AVL gives management the ability to locate a vehicle in the event of an emergency.

KFH Group has conducted successful procurements of transit technology across the country. Our firm has participated in national research projects, and more importantly, we have assisted in the procurement and implementation of rural transit scheduling platforms, in-vehicle tablets, and AVL/real-time tracking systems. We have seen all of the major software products, tablets, and AVL systems live, in actual real-time use, many times.

Note that our firm does not sell any software or hardware; we have no ties to any technology firms and have no preconceived solutions or potential conflicts of interest. We believe that it is important to keep an open mind and not to have a preconceived solution. We are completely independent of potential conflicts.

KFH Group Technology and Tools Capabilities



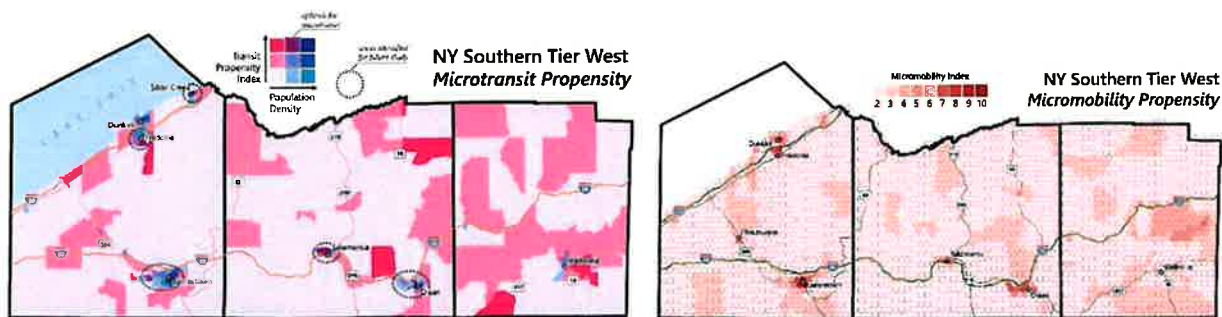
Beyond our long-standing experience with transit technology procurement and implementation, KFH Group's approach to technology extends into every stage of transit planning—from needs analysis to design, evaluation, field work and public engagement. Our team of experienced GIS experts combine advanced GIS techniques, GTFS-based analysis, and data visualization tools to produce results that are both technically sound and grounded in the realities of each community we serve.

We have developed a set of internal tools and workflows that enable us to efficiently identify trends, assess service coverage and gaps, determine accessibility barriers and existing conditions and needs, assess service feasibility, locate travel patterns, and inform strategy development and decision making.

More than automated processes, our tools and workflows are designed to adapt and complement our expertise, allowing us to deliver solutions tailored to the unique context of each project and community.

Our philosophy is simple: technology enhances our expertise—it doesn't replace it.

We also recognize that many rural and small urban communities operate with limited data, evolving technology environments, and constrained staff resources. Our approach is built to meet agencies where they are—filling data gaps, simplifying processes, and ensuring our analyses remain practical, realistic, and implementable regardless of available data or digital infrastructure.



Examples of in-house analytical tools supporting transit planning, including trip flow analysis, microtransit propensity modeling, and micromobility suitability mapping.

In-House Analytical Tools

Our internal tools—developed and refined over many years of experience and projects—allow us to automate key parts of the analysis while retaining flexibility for local customization. By integrating datasets such as GTFS, demographic data, land use information, and agency-reported service data, these tools enhance the depth, accuracy, and efficiency of our planning work. The result is a set of scalable and adaptable methods that support tailored analyses across remote, rural, suburban, and urbanized areas.

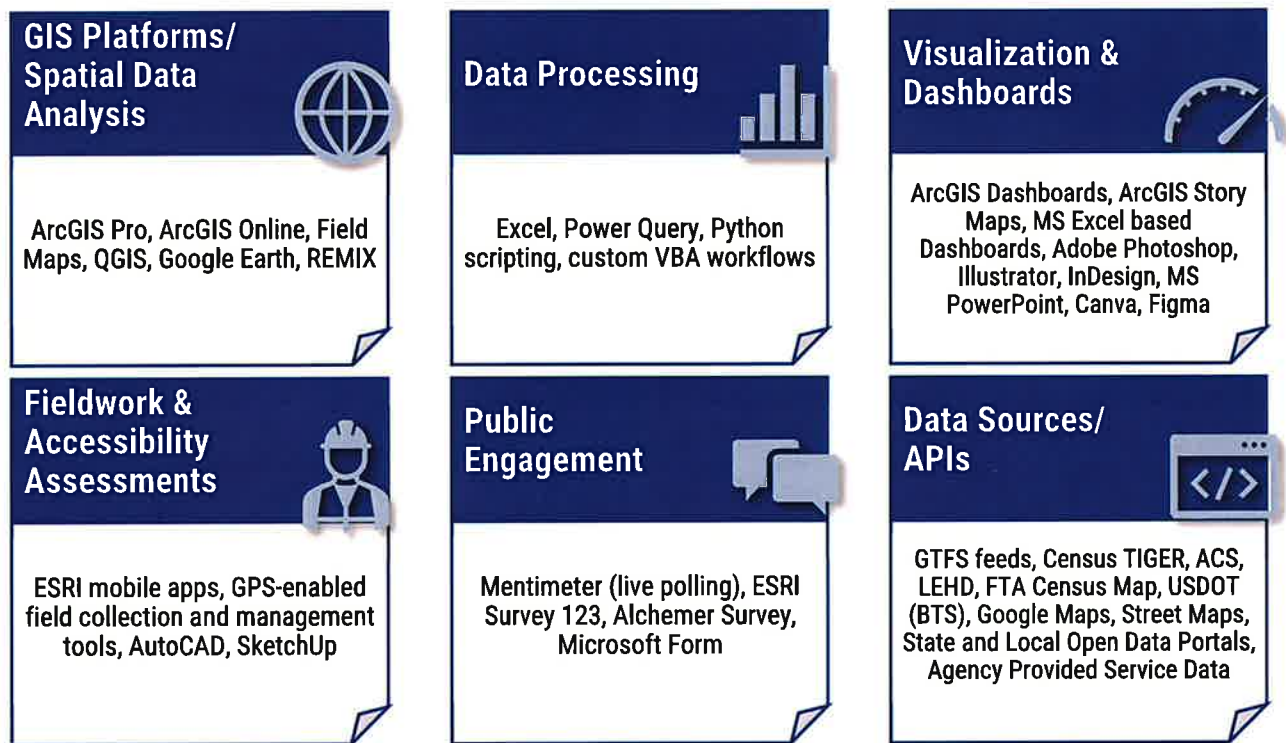
The following graphic highlights the tools and analytical frameworks we use throughout our planning process.



Technology Platforms & Resources We Use

Our tools and workflows are powered by a broad set of industry-standard platforms, spatial data sources, automation scripts, design applications, and public engagement technologies.

Figure 1-6: Technology Platforms & Resources



ADA Paratransit

The Americans with Disabilities Act (ADA) of 1990 and its implementing regulations have significantly improved public transportation for people with disabilities. From accessibility requirements for fixed-route services and for vehicles, bus stops, and stations, as well as ADA paratransit for those individuals whose disabilities prevent use of accessible fixed route, the ADA provides new mobility options for many people with disabilities. Among ADA requirements is ADA paratransit to complement fixed-route service. However, understanding and ensuring compliance with ADA paratransit's many regulations can be challenging.

Through our extensive planning work across the country over the past 30 years, we make sure to address any needs for or issues related to ADA paratransit. Our extensive work in developing TDPs and other planning studies typically includes an ADA compliance



element, as all public transit planning must consider ADA implications. Where local transit systems provide demand-response service and are also required to provide ADA paratransit, TDP planning must consider the differing requirements.

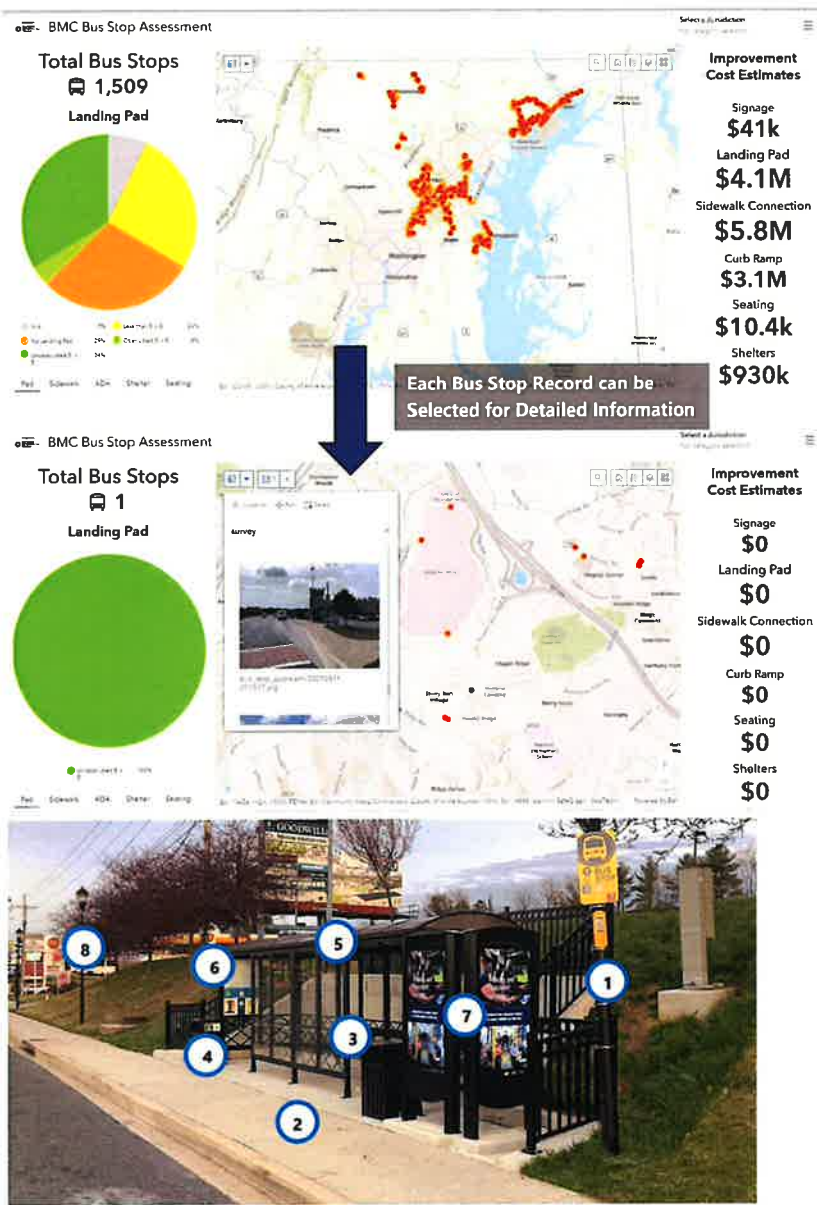
Bus Stop and Pedestrian Pathway Accessibility



For the majority of customers using public transit, their first exposure and experience with the transit system occurs at the bus stop. If it is true that first impressions are important, then the condition of the bus stop is as important as the condition of the bus. Bus stops should be treated like other types of capital assets such as vehicles in a transit system. In addition, bus stops need to be accessible to persons with disabilities, and there are requirements associated with the Americans with Disabilities Act. All passenger amenities also need to be accessible to persons with disabilities. For example, the entrance to passenger shelters must be wide enough for a wheelchair; and the interior of the passenger shelter needs to have enough room to allow wheelchair users to fit completely inside the shelter.

KFH Group has pioneered the development and implementation of a GIS-based bus stop inventory, through its use in assessing over 35,000 bus stops through work in Hawaii, Idaho, Maryland, Michigan, New Mexico, Texas, Virginia and Washington, DC. KFH Group inventoried every bus stop in the Washington DC region (approximately 12,000 stops) to create the region's first bus stop inventory; including data on location, amenities and accessibility. KFH Group also developed regional bus stop design and placement guidelines for the Washington Metropolitan Area Transit Authority (WMATA), which provide the basis for regional bus stop planning efforts.

KFH Group is also focused on improving first- and last-mile accessibility around transit stations. We have worked with the Metropolitan Transit Authority's (MTA, NY) Station Area Planning & TOD Department to develop the content for MTA's First/Last Mile Toolkit which can be used to develop pilot programs for pedestrian improvements, bikeshare systems, and microtransit services around Long Island Rail Road and Metro-North Railroad commuter train stations. KFH Group also led Prince William County's (VA) Mobility Hub First/Last-Mile Connections Study. We identified accessibility barriers, recommendations for connectivity improvements, and conceptual designs for planned transit centers in the county.



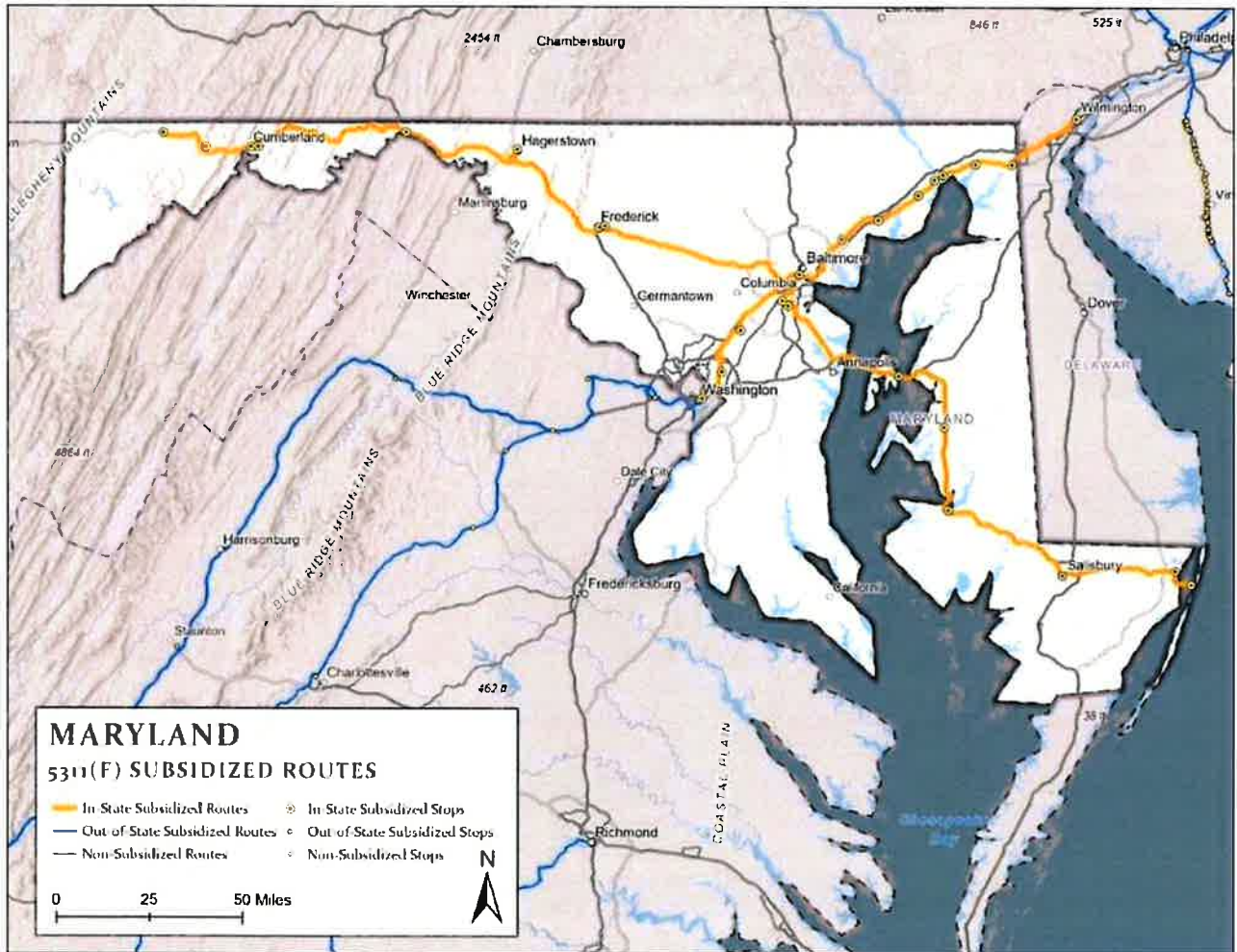
#	Bus Stop Amenity	Unit Cost
1	Bus Stop Pole & Sign	\$200
2	ADA Compliant Landing Pad	\$4,000
3	Passenger Seating	\$1,300
4	Waste Receptacle	\$1,000
5	Shelter	\$15,000 - \$35,000
6	Information Case	\$500
7	Real Time Arrival Display	\$8,000
8	Pedestrian Scale Lighting	\$7,400

NOTE: IMPLEMENTATION COSTS OF +50% TO +100% SHOULD BE APPLIED FOR EACH SELECTED IMPROVEMENT

BMC Bus Stop Improvements- Improvement Dashboard Cost Estimates

Intercity Bus [Section 5311(f)]

FTA currently supports intercity bus service in rural areas through the Section 5311(f) program, a subsection of the U.S.C. Section 5311 Non-Urbanized Area Formula Program. This program was created in response to the reduction of intercity bus services in the rural areas as a result of deregulation of the intercity bus industry. Following passage of the Bus Regulatory Reform Act of 1982, unprofitable routes that generally served rural communities were abandoned, and another major wave of service reductions took place in 2004-2005.



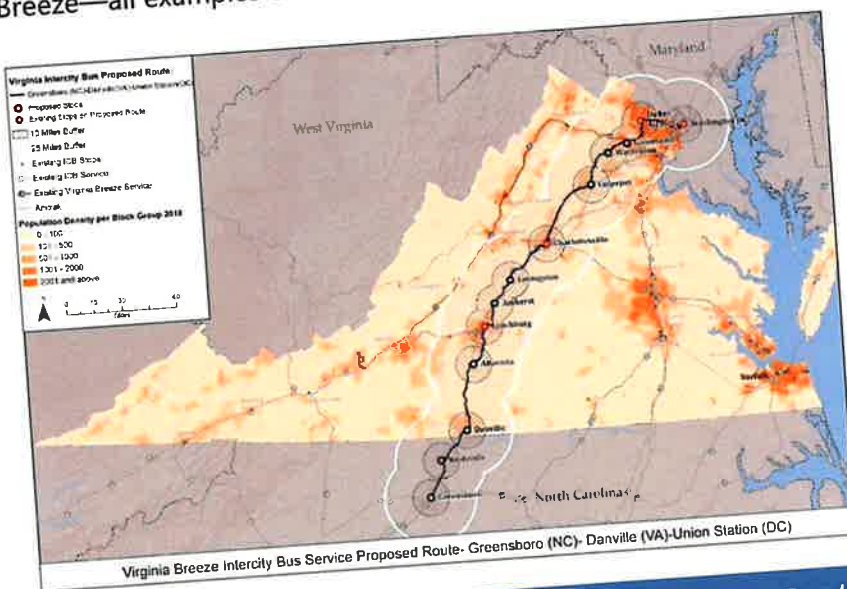
Maryland ICB Study

Section 5311(f) requires each state to spend 15% of its annual Section 5311 apportionment "to carry out a program to develop and support intercity bus transportation," unless the state's governor certifies to the Secretary of Transportation that "after consultation with affected intercity bus service providers, that the intercity bus service needs of the state are being met adequately." KFH Group worked with the Washington State Department of Transportation, Greyhound Lines, and the FTA on the development of a pilot project to allow the use of the value of capital on unsubsidized connecting intercity bus services as in-kind local operating match for Section 5311(f) projects.

In Maryland, KFH Group has worked with MDOT MTA to conduct the required consultation process as part of a periodic study of intercity bus services and unmet needs. KFH Group conducted the original Maryland intercity bus study in 2010 and updated it most recently in 2022.

Maryland currently spends its full 15% percent supporting the operations of two routes funded as grants, along with marketing and limited capital support for the accessible vehicles needed to meet compliance requirements. However, MDOT MTA submits a certification letter to FTA to allow flexibility in managing grants if there is available funding under the 15% threshold, while still funding the rural intercity services identified in the study and consultation process. FTA requires that states intending to certify no unmet need for all or part of their 15% set-aside, conduct a consultation process at least every four years, which would call for an update in 2026-7.

KFH Group has assisted many other states—most recently Colorado, Ohio, Virginia, and South Dakota—to determine intercity transit needs and develop statewide intercity and regional bus plans, meeting the consultation requirement as part of the process. KFH Group plans have supported the development of the Travel Washington routes in Washington State, Bustang in Colorado, GoBus in Ohio, and Virginia Breeze—all examples of state-branded intercity bus services.



Virginia Breeze ICB Study Proposed Route (left) and New Jersey Rural ICB Study-Existing ICB Services (Right)

Task 4.1.2.7.3: Maintain strong relationships with internal and external stakeholders, including federal agencies, state auditors, subrecipients, and community groups.



4.1.3 Deliverables

KFH Group has extensive experience preparing reports, plans, manuals, procurement documents, training materials, financial documentation, and other technical products for MDOT MTA and numerous state DOTs. Depending on the approved Statement of Work (SOW), KFH Group will prepare the full range of administrative, compliance, financial, planning, and technical deliverables required to support DMTF's Transit Program.

KFH Group takes a structured and collaborative approach to developing project deliverables, ensuring that all work products are accurate, practical, actionable, and aligned with DMTF's objectives. Each deliverable will be developed in coordination with DMTF staff, undergo internal quality assurance and quality control (QA/QC), and be submitted in accordance with the approved SOW, schedule, and contract requirements. KFH Group will prepare draft versions of each deliverable for DMTF's review prior to final publication or delivery.

Figure 1-7 summarizes the primary deliverables KFH Group will prepare under this contract. The specific deliverables for each work order will be identified in the approved Statement of Work (SOW).

Figure 1-7: Primary Contract Deliverables

Monthly Progress Reports

Summarizing activities, issues, and resolutions

Annual Compliance Review Reports

Documenting findings and compliance status for each subrecipient

Updated State Management Plans & Program Manuals

Updated as needed to reflect changes in FTA requirements, State policies, and program procedures

Training Materials

Presentations and handouts for training subrecipients and stakeholder meetings

Session Summaries

Recording the results of stakeholder meetings

Draft Contracts, Agreements & Procurement Documents

Reviewing for compliance with applicable Federal, State, and program requirements

Data Analysis Reports

Presenting analytical findings and the results of performance reviews

Comprehensive Five-year Plans

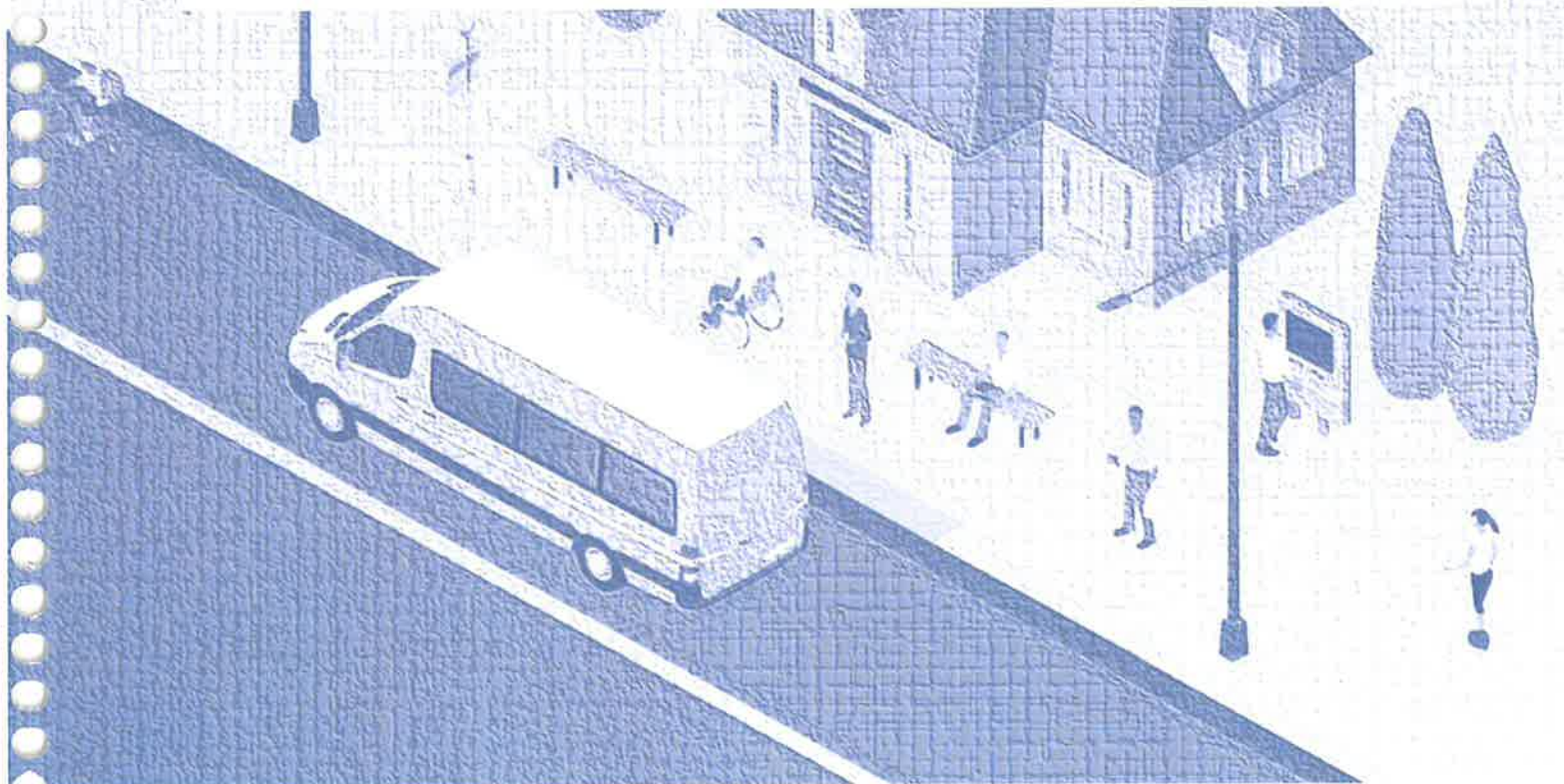
Five-year short rate planning strategies and recommendations

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Section 2

QUALIFICATIONS AND EXPERIENCE



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Section 2

Qualifications and Experience

KFH Group – Prime Contractor

Since 1995, KFH Group, Inc. (**KFH Group**) has supported states and transit agencies in managing the administrative, compliance, and planning demands of their transit programs. Our work alongside state agency staff in Maryland, Virginia, New Jersey, North Carolina—as well as rural and small urban operators across the nation—has resulted in mobility that matters for their respective communities. This diverse experience, along with the deep expertise of our staff, positions KFH Group to efficiently support transit programs serving communities across the state of West Virginia.

From our origins in a Maryland basement over 30 years ago to over 1,200 delivered projects in over 40 states, KFH Group is built differently. That difference comes from our direct experience in the administration of state transit programs in the mid-Atlantic region, which is layered on our years of support of rural and small urban transit.

Our firm specializes in supporting rural and small urban transit—we have a deep breadth of experienced leadership that will provide unmatched technical capabilities and the ability to meet any task order needed under this contract. Our repeat-client success provides confidence that KFH Group delivers evidence-based transportation solutions that comply with West Virginia's requirements and meet community transit needs across the state.

KFH Group has a comprehensive background in service design, state program management, compliance reviews, technical assistance, data reporting, coordinated human services transportation, research studies, and regional planning. Our staff are also industry leaders in planning for intercity bus services and compliance with the Americans with Disabilities Act (ADA). We have experience in delivering the same services envisioned by this contract for multiple state clients.

KFH Group will manage this contract from its office in Rockville, Maryland, where the proposed Project Manager—Mr. John Giorgis—and our proposed project leaders are all based. Located in close proximity to West Virginia, this office is well-positioned to support on-site meetings, compliance reviews, technical assistance, and coordination with local transportation providers throughout the state. Mr. Giorgis has senior executive experience from the US Department of Transportation (US DOT), which he brings to the team to provide the type of leadership that is needed to deliver compliance and results. The rest of our exceptional project team of project leaders, planners, and analysts collectively have hundreds of years of transit experience to bring to this project, making that deep reservoir of experience available to meet any task order needs.

KFH Group's original principals—Sue Knapp, Fred Fravel, and Ken Hosen—launched KFH Group in 1995 in the basement of a house in Bethesda, Maryland. Their shared vision laid the foundation for KFH Group's success. What began as a modest consulting firm with the primary goal of providing high-quality and responsive consulting assistance has, over the past three decades, grown into one of the nation's most respected public transportation consulting firms, which now includes 30 professionals over a wide range of disciplines. KFH Group's journey from humble beginnings to national prominence stands as a testament to the perseverance, expertise, and vision of KFH Group's founders.



Since our founding, KFH Group has successfully completed over 1,200 consulting engagements. In each project we undertake, the KFH Group staff recognize the need to be responsive to client agency issues and objectives, including the realities of the financial and political environment of the project. These elements are key to our success when combined with our detailed analytical studies, reasoned thinking to provide alternative solutions, and well-documented findings and recommendations. KFH Group staff have extensive experience in statewide transit planning, intercity bus assessment, and numerous other types of consulting services relevant to state-administered public transportation programs. This work includes multiple statewide task order contracts with departments of transportation in Maryland, New Jersey, North Carolina, Ohio, Texas, and Virginia, as well as current or recent state-level projects with DOTs in Colorado, Minnesota, New York, North Dakota, Oklahoma, and South Dakota.

KFH Group

has completed
over

1,200

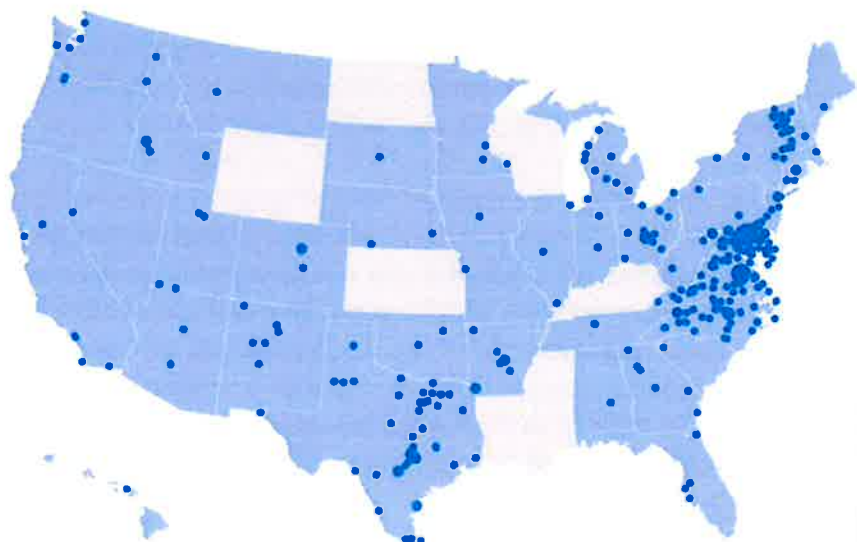
Contracts

For

350+ Clients

with a

60%+ repeat
client rate.



KFH Group Corporate Approach

Our consistent success is driven by a clear Mission, Vision, and Values. These guideposts define our corporate approach and provide structure for every project we conduct.

KFH GROUP VISION & MISSION



We collaborate with states, communities, and transit agencies to deliver evidence-based transportation solutions—improving mobility, expanding opportunity, and supporting sustainable systems that adapt to future needs.

MOBILITY THAT MATTERS. ACCESS THAT ENDURES.

Our corporate approach is guided by the following well-defined objectives:



A high degree of direct involvement by the firm's Principal Planners.



A sincere commitment to the client and the client agency's objectives for the project.



A desire to listen to the client agency and work with the agency's staff to meet the specific needs of the organization — What will make the project a successful one?



A recognition of the political and financial environment of the project — We want to provide vision where it is needed, and realistic solutions to the specific issues and problems.



A focus on implementable solutions — working with the client to develop recommendations that can be implemented to meet local needs.



A coordinated project management style — each project includes input and involvement from one of KFH Group's Principal Planners, providing continuity and support to each project.

The KFH Group Team Difference ★★★★★

KFH Group is uniquely qualified to support the West Virginia DMTF because we combine nationally-recognized expertise in state transit program administration with our experienced project leadership team, bringing expertise working with state DOTs and FTA-funded programs.

- ★ **Specialized Firm** – While we are a small company by consultant industry standards, **supporting rural and small urban transit systems and their state DOTs is what we do.** We have as much or more staff with experience in rural and small urban transit than any other firm across the nation.
- ★ **Direct State Program Experience** – KFH Group has worked directly with state DOTs, transit agencies, and local subrecipients to support the administration of FTA-funded programs. **Our successful work with MDOT MTA is exactly like the work envisioned by this RFQ.**
- ★ **Regional Familiarity** – Our work in neighboring states and across the country provides KFH Group with familiarity for the operating environments, administrative structures, and transit challenges most relevant to West Virginia. **This experience enables us to apply proven practices while recognizing the unique needs and priorities of DMTF and its subrecipients.**
- ★ **Experienced Leadership** – The contract will be led by John D. Giorgis, a Principal Planner at KFH Group with over two decades of public transportation experience. Previously, Mr. Giorgis was a member of the Senior Executive Service at the US Department of Transportation, where he served as an advisor to the Secretary of Transportation in his roles as Performance Improvement Officer, Evaluation Officer, and Chief Risk Officer for US DOT. **Mr. Giorgis is an accomplished executive manager and will lead a veteran team** including fellow KFH Group Principal Planners—Joel Eisenfeld, Dan Dalton, Buffy Ellis, and Lib Rood.
- ★ **Technical Capabilities** – Our team offers DMTF **technical expertise in all areas identified in the CRFP**, including transit planning, paratransit planning, performance analysis, compliance reviews, service design and technical assistance for transit subrecipients. **It is the experience of the staff that ultimately determines project success**, and the experience of our staff is second to none.
- ★ **Repeat-Client Success** – The high frequency of repeat engagements with our clients provides strong evidence of the value of the expertise and success of our planning services described above. KFH Group regularly provides implementation assistance to recently completed plans, updates to previously developed plans, and entirely new projects with previous clients. **Our clients return to us** to conduct needs assessments, develop new services, and offer a fresh perspective on opportunities. This pattern reflects an unwavering confidence in the services we deliver.

For over **30 years**, KFH Group has specialized in the **exact type of work requested by WV DMTF**. Our ongoing success with the MDOT MTA mirrors the scope of this RFQ precisely, demonstrating our proven experience.



Selected Areas of KFH Group Expertise

KFH Group Primary Business Expertise

- State Transit Program Management and Staffing
- Triennial/Compliance Reviews
- Transit Development Plans (TDPs) and COAs
- State-Level Planning and Policy Plans, Needs Assessment and Strategic Planning
- Transit Asset Management (TAM) and Capital Planning
- Training and Technical Assistance to Rural and Small Urban Operators
- National Transit Database and Federal Formulas
- Americans with Disabilities Act (ADA) Paratransit and Compliance
- Coordinated Transportation Planning
- Bus Stop and Pedestrian Pathway Assessments
- Microtransit/On-Demand Service Planning
- College and Tourist Area Plans
- Intercity and Commuter Bus Planning and Policy Analysis
- Community Engagement
- Transit Research

For this proposal, we want to highlight KFH Group's areas of expertise and our experience working with rural and small urban transit systems, most relevant to this contract. The KFH Group Team has gained expertise in a broad range of areas as shown below:



State Transit Program Management and Staffing. As part of our proposed approach, we would provide embedded personnel within DMTF to deliver dedicated, on-site administration, oversight, and day-to-day execution of the transit program. These personnel would be assigned to ensure that Federal Transit Administration (FTA) requirements, processes, and functions are carried out in a consistent, timely, and compliant manner. By furnishing qualified staff with relevant transit program experience, we would augment the department's existing resources, strengthen continuity of operations, and provide responsive support for critical FTA-related activities. **Consistent with the staffing model we currently employ to support the Maryland Transit Administration,** embedded personnel function as an integrated extension of the department's team to support compliance, improve coordination, and provide administrative efficiency for the delivery of effective transit programs throughout the state.

KFH Group has provided extensive assistance to states as they develop federally-compliant program policies, state management plans, and operating procedures. Our firm has conducted several projects under National Cooperative Highway Research

Program (NCHRP) 20-65 to assist state program managers as they manage their federal and state transit programs. KFH Group has experience preparing grant management manuals for local systems (including Section 5310, 5311, 5339, and small urban 5307 grantees, as well as state funding recipients) and developing internal standard operating procedures (SOPs) for use by the state transit staff in managing their transit programs. KFH Group also includes on its team David Schneider. In his prior role at the FTA, he was responsible for leading the development of FTA's TrAMS system as a successor to its legacy grants management system. Mr. Schneider is the world's foremost expert on the TrAMS system and its requirements, as well as the leading provider of training on the TrAMS system in the country, bringing that expertise to KFH Group to ensure compliance and efficiency in the administration and management of FTA grants.



Triennial/Compliance Reviews. As a condition of their federal and state transit grants, transit systems have the primary responsibility for managing their projects in a manner that complies with both state and federal requirements. KFH Group staff are experts in what is needed to comply with FTA and state transit program requirements. KFH Group has assisted states including Maryland, Virginia, Georgia, New Jersey, New York, and North Carolina in developing programs to ensure compliance of their Section 5310, 5311, and 5307 subrecipients. This has included assisting with development of compliance materials/workbooks and SOPs as well as performing QA/QC on the previous work performed by other consulting firms.

KFH Group is currently on a team working on FTA's Comprehensive Oversight Review and Technical Assistance Program (CORTAP) and has seven years of experience interpreting FTA regulations and policies. We have also assisted with corrective action follow-up for findings, such as noncompliance with the ADA. The firm has also assisted with three special assignments to help improve the FTA compliance tools (Contractor Manual, Oversight Assessment Tool, and the Oversight Policy Guidance Handbook for Specialized Reviews.) Our FTA work has given our staff solid working knowledge of FTA's TrAMS and Otrak systems, as well as the Comprehensive Review Contractor's Manual.

Under the firm's on-call planning contract with the Maryland DOT, KFH Group has also been conducting drug and alcohol program reviews. This has included visiting collection sites, interviewing Medical Review Officers (MROs) and Third-Party Administrators (TPAs), reviewing local transit system drug and alcohol testing programs, and recommending corrective action plans for any deficiencies.



Transit Development Plans (TDPs) and Comprehensive Operational Analyses (COAs). We have completed TDPs or detailed transit service plans, for more than 100 urban, suburban, small urban, and rural areas in states across the country. This has included a comprehensive range of tasks: public and stakeholder outreach, transit needs analysis, transit service potential, analysis of current services, performance assessment, ridership, demand forecasting, development of alternatives, fare analysis, costing of alternatives, preparation of five-to-ten-year budget forecasts, capital and facility needs

assessment and planning, organizational and institutional planning, and implementation plans. In many of these planning studies, our GIS mapping analysis and tools play an important role—synthesizing demographics, transit needs and demand, transit gaps and unmet needs, as well as feasibility of different types of transit services that in turn support service evaluation and service development.



State-Level Planning and Policy Plans, Needs Assessment and Strategic Planning.

KFH Group has a deep background in statewide transit planning. We have conducted statewide studies for several states that focus on community level transportation (rural, suburban, and small urban environments), intercity bus service and policy planning, paratransit programs, and statewide transit policy and funding. These have included studies in 20 different states. **Mr. Giorgis is also an expert in public sector strategic planning, having worked on every US DOT Strategic Plan from 2008 to 2026.** He has also spoken at conferences and led trainings on best practices in public sector strategic plans and developing meaningful performance goals.



Transit Asset Management (TAM) and Capital Planning. The KFH Group Team includes our proposed Project Manager, Principal Planner John Giorgis, who as the Director of the Office of Strategic Planning and Analysis at FTA from 2012 to 2023, was responsible for the drafting and implementation of FTA’s Transit Asset Management Rule. **This gives KFH Group unmatched expertise in helping West Virginia navigate FTA’s TAM requirements directly from the responsible author of those requirements.** KFH Group’s approach to implementation of TAM requirements focuses on cross-organizational alignment to meet state-of-good-repair goals. KFH Group ensures that West Virginia’s TAM Group Plan and any individual TAM Plans are aligned towards reaching a state-of-good-repair and are integrated into the applicable processes for planning, grant allocation, capital replacement, and asset maintenance.

Through the development of TDPs, coordinated plans, facility and capital plans, and other transit planning efforts in rural and urban areas, KFH Group has helped hundreds of transit agencies manage their assets, procure capital equipment, manage facilities, and develop new capital projects. For example, through Maryland TDPs, KFH Group has helped several Maryland transit agencies inventory and analyze vehicles, facilities, bus stops and other capital assets. This has included location analysis for transit centers (Calvert County Public Transit and Cecil Transit), evaluating needs for alternative fuel vehicles (RTA of Central Maryland and Delmarva Community Transit) and providing technical assistance in capital asset procurement.



Training and Technical Assistance to Rural and Small Urban Operators. We have provided an array of technical assistance and support for transit agencies, including development of two toolkits for National RTAP as well as training seminars for transit managers, operators, and users. **The RTAP Transit Manager’s Toolkit gives new (and current) managers the comprehensive information needed to ensure effective operations and compliance with FTA Section 5311 funding requirements. The RTAP ADA Toolkit,**

supplementing the Transit Manager's Toolkit, explains what transit managers need to know regarding their responsibilities under the ADA in order to provide equivalent service to all passengers. KFH Group staff have presented training seminars for national and state transit associations and state departments of transportation on topics such as dispatcher training and advanced technologies for paratransit scheduling and dispatch, as well as our well-regarded workshop on **Small-Urban, Rural and Tribal Transportation Service Planning**. Through state-level transit program support projects, we have developed numerous technical assistance resources for local agencies. A few examples include templates for ADA policies for different service types, a Title VI plan template with language assistance plan, cost allocation guidelines, and the Texas Rural Microtransit Guidebook. We have also provided technical assistance to local transit agencies with a broad range of needs, ranging from developing marketing materials including printer-ready route maps and schedule brochures, to supporting procurement and implementation of scheduling and dispatching software, to drafting SOPs.



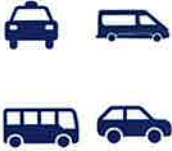
Procurement training session by KFH Group at the 2025 TAM Conference, Maryland



National Transit Database (NTD) and Federal Formulas. Principal Planner John Giorgis is the nation's foremost expert on the NTD and the implementation of FTA federal formulas. Mr. Giorgis was responsible for management of the NTD from 2007 to 2023 and directly authored many of the reporting requirements and accompanying Reporting Manual Guidance. Since leaving US DOT, Mr. Giorgis has assisted many states and local transit operators with trouble-shooting variations in their funding formulas to identify the root causes and develop strategies to maximize future formula apportionments. In addition, Mr. Giorgis has expert knowledge of the NTD reporting requirements and has delivered NTD trainings to both virtual and in-person clients around the country.



Americans with Disabilities Act (ADA) Paratransit and Compliance. KFH Group's expertise in ADA complementary paratransit extends from service in small cities and rural counties to major urbanized environments, such as Access Link that serves the state of New Jersey with over 500 vehicles. Transit agencies are increasingly piloting new and innovative services that both improve mobility for ADA paratransit riders and provide cost-savings to transit agencies. We can share these proven approaches that improve service at a lower cost while ensuring ADA compliance. We also have compliance expertise in fixed-route bus services, demand-response services, and other modes.



Coordinated Transportation Planning. The coordinated transportation planning process requires a close working relationship between public transit providers, human services agencies, older adults, people with disabilities, and a variety of other stakeholders. KFH Group has developed or updated over 200 Coordinated Public Transit-Human Services Transportation Plans in nine states across the country, since the enactment of the legislation that required these plans for accessing critical FTA funding. This work has included the development of statewide, regional, and local coordinated transportation plans; mobility management networks; implementation strategies; and ongoing plan updates. Our experience ranges from statewide mobility planning efforts in Idaho, Michigan, and South Dakota to multi-regional coordinated planning initiatives in Maryland, Texas, and Virginia, as well as rural and multi-county coordination efforts in states such as Arkansas, New Mexico, and Washington. We recently completed a statewide study for the Connecticut Department of Transportation (CTDOT) focused on transportation needs and coordination strategies for people with intellectual and developmental disabilities (IDD).



Bus Stop and Pedestrian Pathway Assessments. KFH Group is a national leader in bus stop and sidewalk ADA assessments. We have conducted ADA assessments for well over 30,000 bus stops, over 500 miles of sidewalks, and over 40,000 curb ramps. We have experience working in some of the nation's largest cities and rural areas. In the past five years alone, KFH Group has completed bus stop evaluations for many of the MTA locally operated transit systems in Maryland including Annapolis Transit, Anne Arundel County Transit, Calvert County Public Transit, Carroll Transit System, Charm City Circulator, Harford LINK, RideOn, RTA of Central Maryland, and St. Mary's Transit System. Recently, KFH Group assisted the Washington Metropolitan Area Transit Authority's (WMATA) in updating their Bus Stop Design and Placement Guidelines and completed work with Virginia's DRPT to finalize statewide bus stop data assessment standards for all transit systems in the Commonwealth of Virginia.

Beyond the bus stop, KFH Group assisted Prince William County (VA) in developing a first mile/last mile access plan for the upcoming Potomac/Neabsco Commuter Garage, which will also double as a mobility hub with transit services and active transportation facilities. KFH Group has completed ADA self-evaluation studies focusing on the public right-of-way in Arlington, VA; Baltimore, MD; Santa Fe, NM; Seattle, WA; and other areas.



Microtransit/On-Demand Service Planning. In recent years, KFH Group has played a leading role in evaluating and supporting—with tremendous success—the implementation of microtransit and other emerging mobility services, especially in small urban and rural communities. We have completed planning for microtransit services for several systems across Maryland and Texas, and have written microtransit planning and implementation guidebooks for the Texas Department of Transportation ([*Texas Rural Microtransit Guidebook*](#)) and Arlington County, Virginia ([*Demand Response Transit/Microtransit: A Guide for Implementing Flexible Transportation Services*](#)). We have also completed microtransit planning and assessment projects for New Jersey Transit (statewide) and the Metropolitan Transportation Authority (MTA) in New York City, both looking at the application of microtransit in new areas.



College and Tourist Area Plans. Urban and small urban areas with major university and college populations present specialized opportunities and issues for transit providers. We have provided planning assistance for communities such as Williamsburg, VA (College of William and Mary); Statesboro, GA (Georgia Southern University); Harrisonburg, VA (James Madison University); Clemson, SC (Clemson University); Boone, NC (Appalachian State University), Radford, VA (Radford University), and about a dozen other college campus settings. This experience is particularly relevant to West Virginia communities that serve major university populations and tourism-based travel markets, including areas surrounding West Virginia University in Morgantown, Marshall University in Huntington, and visitor destinations such as New River Gorge National Park and the Blackwater Falls/Canaan Valley region.



Intercity and Commuter Bus Planning and Policy Analysis. The KFH Group's expertise is recognized in the intercity bus industry through our statewide studies, federal research projects, administration of FTA Section 5311(f) intercity bus programs, and assistance to private carriers. This work has included analyses of industry trends, regulatory issues and policy, linkages with rural public transportation, intermodal connectivity, accessibility, and facility and terminal assessment and improvement. In addition, KFH Group has focused on both public- and privately-provided regional commuter services, assessing Park & Ride demand, estimating costs, and developing service plans.

KFH Group has been instrumental in the development of DRPT's Virginia Breeze intercity bus service through needs assessments, alternatives analysis, implementation assistance, and expansion analysis, including a 2024 feasibility study of east-west service in the I-64 corridor, which is now being implemented as the "Tidewater" service. We completed the Ohio Intercity Bus Needs Assessment in 2024, which was an update of the Ohio Intercity Bus Update we completed in 2019. Other recent intercity bus work included the service plan element of the Bustang Expansion Plan for the Colorado DOT, the South Dakota Intercity Bus Study, and the Rural Intercity Study for New Jersey Transit. KFH Group is leading the two current national intercity bus studies—the Transit Cooperative Research Program (TCRP) Project B-52 Intercity Bus: The State Role Updated, and the National Cooperative Research Program (NCHRP) Project 08-191 Rural Intercity and Tribal Transit. In addition, KFH Group is currently conducting Arizona's first statewide intercity bus study.



Community Engagement. Stakeholder and community engagement is a crucial step in determining an area's transportation needs. KFH Group has developed a strong outreach process that engages multiple demographic groups and stakeholders through focus groups, "meetings on the bus," mobility tours, interviews with local stakeholders, community surveys, and more. Our engagement processes are designed to encourage participants' input, which we then use in developing and weighing improvements and/or changes.



From left: Onboard rider survey conducted for the Washington County TDP (MD), and a pop-up community survey booth for the Howard County TDP (MD)



Transit Research. KFH Group has been selected by the Cooperative Research Programs (NCHRP and TCRP) of the Transportation Research Board to conduct more than 60 studies, with the objective of helping transit agencies solve operating issues, adopt appropriate technologies, and introduce innovation, including a series of NCHRP 20-65 studies specifically focused on state-level transit programs. KFH Group has authored numerous TCRP and NCHRP reports and toolkits on topics that include coordination, innovation in rural and small urban transit, ADA paratransit and alternative services, Medicaid / non-emergency medical transportation, access for people with disabilities, mobility management, veterans' transportation, intercity bus transportation, demand-response performance assessment, private sector partnerships, and more. KFH Group developed NCHRP Web-Only Document 203: Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Transit Grants. We recently completed NCHRP Research Report 1144/TCRP Research Report 251: Public Transportation in Rural Areas and Tribal Communities: Guide for Service Improvements.

KFH Group Relevant Experience

State Transit Program Experience

KFH Group has assisted numerous state departments of transportation in administering FTA-funded transit programs, providing statewide technical assistance, conducting compliance reviews, developing program policies and operating procedures, preparing statewide transit plans as well as in conducting program administration activities. Our experience includes statewide contracts and task orders for a dozen different states.

KFH Group is currently beginning work under a new contract following previous successful work with NJ TRANSIT to provide compliance, Title VI, and related program support. We have also recently been selected for an on-call statewide transit services contract with the South Carolina Department of Transportation, which includes many of the same technical assistance, compliance, planning, and program administration activities requested under this solicitation.

In addition to directly assisting states, KFH Group has conducted numerous federal research projects related to rural transit and state administration of funding for rural transit, which are detailed under the 'National Research' section. Our firm has conducted a number of Transportation Research Board (TRB) projects intended to assist state program managers as they manage their federal and state transit programs. Many of these projects have involved interviews with state transit program staff regarding their implementation practices of the federal transit programs.

KFH Group's experience with relevant statewide contracts and task order assignments is underscored through the engagements summarized in **Table 2-1** on the following page. Following this table, **detailed project profiles** highlight *four* selected projects that most closely compare to the scope of services requested by WV DMTF, showcasing KFH Group's proven capabilities and the breadth of our expertise. Each project profile includes a **client reference contact**, as requested in the CRFP for verification purposes:

1. MDOT MTA Planning Task Order Contract
2. Virginia Department of Rail and Public Transportation Statewide Transit Planning
3. North Carolina Department of Transportation Transit Planning Services
4. NJ TRANSIT Compliance and Title VI Program Assistance

Table 2-1: Summary of Relevant State Transit Program Experience

Statewide On-Call/ Task Order Contracts	Compliance & Monitoring	State Program Administration	Technical Assistance ²	Planning & Policy Support
Maryland Department of Transportation Maryland Transit Administration <i>(continuous since 1995; fifth contract-ongoing)</i>	5307/5310/5311 Reviews FTA Drug & Alcohol Reviews	Grants Administration Support SOPs Grants Management Manuals 5311(f) Program MDOT MTA Staff Support Performance Management Tools	✓	Coordinated Plans Statewide Performance Measures Transit Development Plans Legislative & Policy Support Bus Stop Assessment
Virginia Department of Rail and Public Transportation <i>(multiple contracts since 2013)</i>	5310/5311 Reviews Title VI Support	Subrecipient Oversight Workbooks	✓	Statewide Intercity Bus Planning Virginia Breeze Development & Expansion Transit Development Plans
North Carolina Department of Transportation <i>(fourth contract since 1996-ongoing)</i>	5310/5311 Reviews MPRs ¹ State Management Review Preparation	Revised State Management Plans (5310 & 5311)	✓	Transit Development Plans
New Jersey Transit <i>(continuous since 2013; third contract, 2026-ongoing)</i>	5307/5310/5311 Reviews Title VI Program	Compliance Monitoring Review Workbook Assessment of Current Organizational Structure	✓	Statewide Intercity Bus Study Microtransit Planning & Implementation Guide
Texas Department of Transportation <i>(multiple contracts since 1995; urban & rural planning second task order contract since 2019-ongoing)</i>	Management Review Performance Review	Administration of Program Business Plan Development Services	✓	Coordinated Plans Transit Development Plans Rural Transit Planning COAs Service Planning & Design Bus Stop Assessment
New York State Department of Transportation Public Transportation Bureau <i>(three-year contract, 2024-ongoing)</i>	5310/5311 Reviews Corrective Action Follow-Up 46 Reviews Completed (2024– 2025) State Management Review Preparation	State Management Plan Update Client Support in Preparation of State Management Review	✓	Intercity Bus Station Analysis
Georgia Department of Transportation <i>(2003-2006)</i>	5311 Program Review Local Program Assessments	State Management Plan Program Guidelines Procedures Technical Assistance Manuals	✓	Strategic Plan Review of Model Programs in Other States
Ohio Department of Transportation <i>(two contracts; 1997 and 2013)</i>	5311 Review Procedures Compliance Tracking Database	FTA Funding Program Support Funding Allocation Methodologies	—	—
Vermont Agency of Transportation <i>(multiple contracts between 1996-2012)</i>	—	5311(f) Program Support	✓	VT Public Transit Policy Plan Transit Development Plans Statewide Intercity Bus Study

1-MPR = Management Performance Review

2-Technical Assistance and Training includes compliance, Title VI, and other training provided to subrecipients and state or local staff

Client

Maryland Department of
Transportation Maryland Transit
Administration (MDOT MTA)

Client Reference Contact

Travis Johnston
Director
Office of Local Transit Support
MDOT MTA
410-767-3433
tjohnston@mta.maryland.gov
6 St. Paul Street
Baltimore, MD 21202

Key Staff

Joel Eisenfeld
Dan Dalton
Elisabeth Rood, AICP
Will Sutton, AICP



Maryland Department of Transportation Maryland Transit Administration Planning Task Order Contract

Overview

KFH Group is currently working under its fifth multi-year contract to provide planning and technical assistance as well as assistance with state program administration.

Selected projects completed under this task order include:

- **Transit Development Plans** and TDP updates for 20 cities and counties in the state.
- **Embedded Staff** who serve such functions as FTA and state grant program coordinators, regional planners, Section 5311(f) intercity bus operator procurement, RTAP program management, managing statewide vehicle procurement contracts (including specification development, pre- and post-award audits, in-plant inspections, contract management, ordering, invoicing, and delivery oversight), overseeing major capital projects such as facility development, and supporting multiple complex transit projects.
- **Compliance Reviews** of the Section 5307, Section 5311, and Section 5310 providers on behalf of MDOT MTA. This work includes periodic training for the Locally Operated Transit Systems (LOTS) and updates to the LOTS Manual (developed by KFH Group) on how to manage compliance with federal and state program requirements.
- **Regional Coordinated Public Transit-Human Service Transportation Plans** to assist MDOT MTA as it continues and expands efforts to meet federal coordinated planning requirements. This included developing Coordinated Transportation Plans for five regions in the state that served as the basis for the implementation of new projects under the Section 5310 program. KFH Group recently completed the 2025-26 effort to update plans throughout the state.
- **Statewide transit assessment** through development of an internal management tool used by MDOT MTA to track performance on a monthly basis and a statewide set of transit performance measures.
- **Technical assistance to local transit systems**, including grant administration functions, development of an internal standard operating procedures manual, and the development and periodic updating of a grants management manual for the LOTS.

Client

Virginia Department of Rail and
Public Transportation (DRPT)

Client Reference Contact

Grant Sparks
Director of Statewide Transit
Programs
600 East Main Street, Suite 2102
Richmond, VA 23219
804-786-7425
grant.sparks@drpt.virginia.gov

Contract Period

June 2008-Present

Contract Value: Unlimited



Virginia Department of Rail and Public Transportation Statewide Transit Planning

Overview

KFH Group has performed ongoing, on-call transit planning services for DRPT through several multi-year contracts. Selected projects completed under these task orders, including an ongoing task order, have included:

Transit Development Plans – KFH Group developed TDPs for twenty-three local communities.

Title VI Compliance – KFH Group worked with DRPT to ensure local public transportation, local transit planning, and capital subrecipients complied with this requirement of the Civil Rights Act of 1964. This work included Title VI reviews of federally funded programs, model Title VI policies and programs, and two statewide workshops for local subrecipients.

Section 5311 & Section 5310 Compliance – KFH Group is in its fourth year performing compliance reviews for the Commonwealth's Section 5311 and Section 5310 subrecipients. We updated DRPT's subgrantee oversight workbooks and trained Section 5310 and Section 5311 grantees on compliance issues.

Transit Feasibility Studies – KFH Group prepared studies for the Town of Ashland and for the Radford area regarding a transit system to serve the city and Radford University. Subsequent to the feasibility study, KFH Group led the TDP update for Radford.

Coordinated Human Services Mobility Plans – KFH Group developed coordinated plans to meet federal planning requirements. We led the development and update of 18 regional plans and worked with DRPT in the development of plans for the Richmond and Hampton Roads regions.

Statewide Intercity Bus Plan and Program Development – KFH Group performed a statewide intercity bus needs assessment recommending a state role in providing intercity bus services connecting rural areas with urban centers. Subsequent studies included development of a policy which led to the creation of the Virginia Breeze intercity service. An update of the state plan led to the development of two more routes, and analysis of another corridor added a fourth route to the network.

Statewide Transportation Needs Assessment – KFH Group evaluated needs assessments including developing a Human Service Transportation Section for Virginia's Statewide Transit Plan that included projections for demand through 2035, possible initiatives to meet unmet human service transportation needs, and potential operational and capital costs.

EEO and DBE Compliance – KFH Group worked with DRPT to ensure compliance with federal requirements under Disadvantaged Business Enterprise (DBE) and Equal Employment Opportunity (EEO).

Review of FTA Funding Under the 2010 Census – KFH Group conducted a comprehensive spatial analysis of the changes in the urbanized area throughout the Commonwealth as a result of the 2010 Census and the funding impacts on the local transit operators.

Client

North Carolina Department of
Transportation (NCDOT) –
Integrated Mobility Division

Project Reference

Blair Chambers
Contracts and Planning Officer
North Carolina DOT
Integrated Mobility Division
1 South Wilmington Street
Raleigh, NC 27601
or
1550 Mail Service Center
Raleigh, NC 27699-1550
919-707-4693
tbchambers@ncdot.gov

Key Staff

Sue Knapp, Prior Project Manager
Fred Fravel, Principal
Dan Dalton, Principal Planner
Joel Eisenfeld, Principal Planner
Lib Rood, Current Project Manager
Will Sutton, Senior Transportation
Planner

Contract Period

1996-1999
2007-Present
Numerous task orders, all on-
budget, most on-time. We have
experienced some delays with our
compliance reviews.



North Carolina Department of Transportation Transit Planning Services

Overview

KFH Group is currently under contract to NCDOT to provide transit planning services on a task order basis. This is the fourth multi-year contract that KFH Group has been awarded by NCDOT. Tasks under this contract have included compliance reviews as well as the development of Community Transportation Service Plans and the NCDOT Transit Development Plans for dozens of small urban and rural transit providers in the state.

Currently, KFH Group is conducting compliance reviews on several Section 5310 and 5311 transit programs in North Carolina. One of the major projects completed under the previous task order contract involved assisting the division in conducting compliance reviews for all 68 of the state's Section 5311 grantees. KFH Group developed a Compliance, Capacity, and Proficiency Review workbook to guide and collect information for these reviews. KFH Group trained three other subcontractor teams on how to perform the compliance review procedures, and assisted them in performing the reviews across the state.

KFH Group developed preliminary findings and ensured consistency, delivering draft final reports of the compliance reviews for Section 5311 grantees and worked with NCDOT to address corrective actions. Final reports were delivered to NCDOT PTD on time and within budget.

KFH Group prepared a statewide Intercity Bus/Regional Connector program plan for the NCDOT. For two rounds of State Management Reviews, we have assisted NCDOT in the preparation of materials and revisions to the FTA State Management Plan.

Other projects included under the various order contracts:

- Community Connectivity Plans
- Community Transportation Service Plans
- Management Performance Review
- Facility Reviews
- Legislative Report on Statewide Regionalization
- Consolidation Studies
- Update of State Management Plan
- Training for local transit systems

Client

New Jersey TRANSIT

Client Reference Contact

Janelle Rivera
 Director, Local Programs and
 Community Mobility
 NJ TRANSIT
 One Penn Plaza East
 Newark, NJ 07105
 973-491-8346
 Jriviera1@njtransit.com

Key Staff

Sue Knapp
 Ken Hosen
 Dan Dalton
 Will Sutton
 Ridhima Mehrotra
 Sarah Lasky

Contract Period

2014-current



NJ TRANSIT Transit Planning and Program Administration Assistance

Overview

Through task order contracts with NJ TRANSIT, KFH Group has conducted federal and state compliance reviews, and provided technical assistance to the State's Section 5307, 5311, 5310 (and previous 5316 and 5317) grantees. In 2015, KFH Group concluded an initial round of compliance reviews on 34 subrecipients across the state, and in June 2019, completed a second round of reviews on 20 subrecipients. The purpose of the compliance reviews was to ensure that subrecipients are complying with FTA regulations and, if they are not, providing technical assistance to bring them into compliance. KFH Group was recently selected by NJ TRANSIT to provide additional assistance with their review of federal and state funding subrecipients.

The review process involved:

- Developing a Compliance Monitoring Review Workbook for the subrecipients to complete ahead of the onsite visit
- Completing a desk review of compliance materials and scheduling the on-site visit to the subrecipient
- Completing the on-site visit to the subrecipient
- Developing a draft report including a timeline for subrecipients to correct deficiencies
- Collecting and reviewing corrective actions
- Developing a final report

Throughout the compliance review process, KFH Group provided NJ TRANSIT with advice on oversight and compliance issues in the form of technical alerts or bulletins. This included potential "tune-ups" in areas identified as common deficiencies among the subrecipients and/or updates as FTA policies change. KFH Group also assisted NJ TRANSIT in preparing its Title VI Program Update and continued to assist NJ TRANSIT in conducting Title VI equity analyses. This assistance included:

- Developing disparate impact and disproportionate burden thresholds for service and fare equity analyses
- Developing service and fare equity analysis methodologies
- Developing service standards and policies and assisting with monitoring
- Tailoring NJ TRANSIT's Public Participation Plan to conform to Title VI requirements
- Conducting a peer review to inform the development of Title VI policies, service standards, and procedures
- Conducting Title VI equity analyses upon request during two additional years
- Assisting NJ TRANSIT in responding to FTA requests regarding equity analyses and Title VI compliance

National Research Experience

KFH Group is nationally recognized for its leadership in Transportation Research Board (TRB) research and has served as Principal Investigator on numerous National Cooperative Highway Research Program (NCHRP) and Transit Cooperative Research Program (TCRP) studies. Notably, KFH Group has led multiple research projects under the AASHTO-sponsored NCHRP 20-65 research series, which develops practical guidance, tools, and best practices for state DOTs administering federal and state public transportation programs. Of particular relevance to this contract, KFH Group led NCHRP Project 20-65(17), Compliance Monitoring Tools, which developed model compliance monitoring tools, best-practice guidance, and a comprehensive toolkit to assist state DOTs in overseeing FTA-funded subrecipients and preparing for FTA State Management Reviews. The matrix below highlights the national research projects most relevant to this contract, including studies from the AASHTO-sponsored NCHRP 20-65 research series and selected recent and ongoing NCHRP and TCRP projects, demonstrating research focus areas relevant to this CRFP. KFH Group's broader NCHRP and TCRP research portfolio also includes studies addressing demand-response performance, transit funding, employee compensation, ADA paratransit, non-emergency medical transportation, transit security, best practices in rural and small urban transit service, intercity bus/Section 5311(f) program funding, and other specialized public transportation topics.



State Program Administration | Compliance & Oversight | Rural, Small Urban &/or Intercity | Transit Planning & Policy

National Research Project				
NCHRP 20-65 Research Series (AASHTO State Transit Program Research)				
NCHRP Project 20-65(17): Compliance Monitoring Tools	✓	✓	✓	
NCHRP Project 20-65(44): Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Grant Programs	✓	✓		
NCHRP Project 20-65(11): Current State Issues with Implementing FTA Sections 5310 and 5311 Programs	✓	✓	✓	✓
NCHRP Project 20-65(16): Current State Eligibility Requirements for Grantees to Qualify for Federal Sections 5310 and 5311 Funds	✓	✓	✓	✓
NCHRP Project 20-65(18): State DOT Best Practices for Developing a Title VI Civil Rights Program Document	✓	✓		✓
NCHRP Project 20-65(7): Evaluation of States' Ability to Have Adequate Staff Resources to Implement Federal Public Transportation Programs	✓			✓
NCHRP Project 20-65(20 & 25): Analysis of Rural Intercity Bus Strategy	✓		✓	✓
NCHRP Project 20-65 (36): Data Needs for Assessing Rural Transit Needs, Benefits, and Levels of Service	✓		✓	✓
NCHRP Project 20-65(3): National Public Transportation/Intercity/ Charter Bus Liability and Catastrophic Insurance Availability/ Accessibility	✓		✓	✓
Other National Research				
NCHRP Project 08-147 / TCRP Project B-49: Public Transportation in Rural Areas and Tribal Communities – Guide for Service Improvements			✓	✓
TCRP Project B-52: Intercity Bus – The State Role Updated (Ongoing)	✓		✓	✓
NCHRP Project 08-191: Safe Connections for Tribal and Rural Communities to the Intercity Bus Network (Ongoing)	✓		✓	✓

About RK&K - Subcontractor

Our Legacy is Built on Trust

Fueled by talented and diversified staff, RK&K provides creative solutions to complex challenges that improve the quality of life in our communities. What sets RK&K apart is an award-winning culture that has fostered a spirit of collaboration and trust for over 100 years. To our clients, the firm delivers concepts, processes, and outcomes that are designed for success. RK&K has earned its reputation as a trusted partner, responsive employer, and community steward. RK&K serves the public and private sector by providing multi-discipline planning, engineering, environmental, and construction phase services.

Core Technical Divisions

- Roadway Design
- Structures
- Traffic
- Environmental
- Construction Management
- Site Development
- Transportation
- Surveying
- Geotechnical Engineering
- Utilities/Energy
- Water Resources

Designed to Amaze

RK&K works extensively on infrastructure projects that are designed to improve everyday life. Our specialty lies in the ability to manage the entire life cycle of engineering services and support. We employ teams of superior engineers that bring a forward-thinking approach using the world's latest project management, design, and support innovations. As a result, your project will be delivered on time, within budget, and engineered to the highest standards in design, durability, safety, and aesthetic value.

Our team includes engineers, planners, scientists, and technicians who deliver quality, sustainable infrastructure. We provide infrastructure planning, engineering, and permitting services for a wide variety of clients, including state and local governments, industries, and developers seeking to create solutions to everyday and complex transportation projects.

Environmental Permitting

Our team brings the depth and breadth of experience to complete any environmental task associated with public utilities projects, including water and wastewater facility design projects. RK&K conducts field delineations of Waters of the United States (WOUS), including wetlands, subject to jurisdiction by the US Army Corps of Engineers (Corps). Additionally, RK&K completes Corps and Department of Environmental Quality (DEQ) Unified Stream Assessment Forms to identify and delineate jurisdictional WOUS within the project limits. RK&K has field located and marked with wetland and stream delineation flags, GPS mapped and surveyed to determine project impacts and prepare permit sketches. RK&K has prepared, and submitted wetlands delineation report including wetland data sheets, Cowardin Classifications, Rapanos forms, and Stream Assessment forms with total acreage of various wetland types and stream classification within the project areas.

- Environmental Site Assessment
- Wetland Delineations
- Jurisdictional Determination
- Stream Restoration
- Natural Habitat Assessments and Ecological Studies
- Wetland Impact Compensation
- Water Quality Monitoring and Analysis
- Environmental Permitting and Regulatory Assistance

NEPA Study and Related Services

Our team of experienced environmental planning professionals will be led by **Maggie Berman, CEP**, who has managed complex NEPA studies throughout West Virginia, Virginia, and Maryland. RK&K has been conducting environmental planning for transportation projects since NEPA was enacted more than 50 years ago. Today, we have one of the largest environmental planning teams in the mid-Atlantic and Southeast Regions that specializes in transportation projects. Our team knows that obtaining environmental clearance is a critical step in advancing a project to construction. Alternatives will be developed in accordance with the latest WVDOH Road Design Manual; AASHTO Green Book; Roadside Design Guide; and other state, federal, and FHWA standards. Our engineers and planners understand the improvements need to fit within the context of the surrounding communities (considering efficient and safe travel for all users) and must meet the study needs. We strive to develop the most effective and economically viable solutions while obtaining public and agency acceptance of alternatives.

Our team of experienced NEPA planners and resource specialists have expertise in every resource covered under NEPA including land use/socioeconomics and environmental justice, right-of way, hazardous materials, wetlands and waters of the US, threatened and endangered species, habitat, cultural and historic resources, section 4(f) and 6(f) resources, noise, air quality, indirect and cumulative effects, and beyond.

Project Personnel Experience

Personnel Bios – KFH Group

The following pages provide biographies summarizing the qualifications and relevant experience of KFH Group's proposed personnel. Detailed resumes for the key personnel are provided immediately following the staff biographies.

Work Order Project Manager



John Giorgis
Principal Planner

John Giorgis has 27 years of experience in transportation work and is proposed as the Work Order Project Manager for this contract. Mr. Giorgis currently supports public sector clients in their strategic planning, performance management, program evaluation, and enterprise risk management. He also deploys his considerable expertise in helping public transportation clients maximize their FTA formula funding and resolve reporting issues to the NTD.

Prior to joining KFH Group, he was most recently the Director of Performance, Evaluation, and Enterprise Risk for the US DOT. In that role, he served as an advisor to the Deputy Secretary of Transportation as the Department's Performance Improvement Officer-Designate, the Evaluation Officer, and the Chief Risk Officer for a Federal Cabinet-level agency with an annual budget of \$140 billion and nearly 60,000 employees. In that role, Mr. Giorgis championed data-driven decision-making to achieve outcomes across all of US DOT's programs. This included establishing rigorous quantitative program goals, conducting independent program evaluations to demonstrate effectiveness, and managing the identification and mitigation of enterprise risks on strategic objectives.

Mr. Giorgis originally joined US DOT through the FTA as a Presidential Management Fellow, quickly rising to become program manager of the NTD. He later was promoted to FTA's Director of the Office of Strategic Planning & Analysis, where for over 10 years he continued to manage the NTD, directed FTA's performance improvement efforts, and became an expert in the implementation of FTA's funding formulas. He led FTA's executive leadership in developing the agency's first strategic plan in nearly two decades. He also led the development of FTA's Transit Asset Management regulation and its performance-based framework for driving state-of-good-repair.

Mr. Giorgis began his professional career spending six years as an economist at the US Bureau of Labor Statistics, including representing the United States in negotiations with Canada and Mexico to harmonize economic statistics among the three nations. He holds a Master's in Applied Economics from Johns Hopkins University and a Bachelor's in Economics and Geology from Case Western Reserve University.

Project Managers



Joel Eisenfeld
Principal Planner

Joel Eisenfeld has over 30 years of experience in transit policy, planning, and program development. Mr. Eisenfeld has directed nearly 100 studies nationwide, assessing transit needs and performance, and has provided technical assistance to states and local communities to improve transit systems. His expertise spans policy, operations, and administration of public transit and human services transportation at local, state, and federal levels.

His background includes fixed-route and paratransit planning, system design, needs assessment, operational and performance evaluation, human services transportation coordination, development of state program management and policy, and data reporting and monitoring. He has led the development of TDPs for multiple Maryland LOTS, including Frederick, Harford, Washington, and Allegany counties, as well as the City of Annapolis.

Mr. Eisenfeld is highly experienced in compliance and triennial reviews, having conducted FTA Triennial Reviews for Section 5307 transit systems in Regions 2, 4, and 8. He has served as project manager on numerous projects providing technical assistance to enhance compliance and operational performance. Since 2013, he has supported Virginia's DRPT's compliance oversight, developing review materials, training workshops, and tools to improve consistency and accountability. He has conducted on-site reviews, refined oversight materials, and delivered workshops on corrective action planning.

Additional experience includes leading compliance and management proficiency reviews for Section 5311 and 5310 subrecipients in North Carolina and managing technical assistance for Radford Transit's Triennial Review. Mr. Eisenfeld also co-managed the development of Maryland's Regional Coordinated Plans and Virginia's Human Service Mobility Plans, meeting federal planning requirements. He has worked extensively on mobility management strategies, developed resources and training programs, and delivered workshops in multiple states, including Maryland, New York, Michigan, and Virginia, as well as being on the program and presenting at the CTAA EXPO.

His work emphasizes collaboration with clients and end users to ensure practical, applicable solutions that align federal and state requirements with local service delivery. Many projects have included follow-up technical assistance during implementation and maturation stages. Mr. Eisenfeld holds a Master's degree in Urban and Environmental Planning.



Elizabeth (Buffy) Ellis, AICP

Principal Planner

Buffy Ellis is a specialist in paratransit and transit planning and system design, needs assessment, and performance evaluation. She began her career in 1978 with a private transportation contractor in California and brought that hands-on operational experience to her work as a consultant. She has managed numerous consulting projects for public, non-profit, and for-profit agencies. Ms. Ellis brings a specialty in ADA paratransit, which includes a wide range of projects from ADA plan development in the early 1990s to development of ADA compliant policies and procedures, evaluation of ADA paratransit services, to litigation support for various transit agencies. Current projects include a study for New Jersey Transit to design a brokerage that includes local human services agencies in the network of ADA paratransit providers, and a new TCRP research study on same-day paratransit for ADA-eligible riders.

Ms. Ellis brings significant research experience, which includes, among other projects, serving as Principal Investigator (PI) for the recently released TCRP Report 239, *Provision of Alternative Services by Transit Agencies*, which documented a growing trend in the industry of transit agencies using transportation network companies (TNCs) such as Uber and Lyft (as well as taxis) to provide an alternative and supplementary service for ADA paratransit riders. A particular focus of the research was identifying the federal regulatory matters that transit agencies must meet to use TNCs. Additionally, she was the Co-PI for TCRP Report 203, *Dialysis Transportation: Intersection of Transportation and Healthcare*, and a researcher on the study team for the TCRP Report 204, *Partnerships Between Transit Agencies and Transportation Network Companies (TNCs)*. She was PI for the well-received TCRP study on veterans' transportation, Report 164, *Community Tools to Improve Transportation Options for Veterans, Military Service Members* and TCRP Synthesis 119, *Use of Taxis in Public Transportation for People with Disabilities and Older Adults*.

She is the past Chair of the Transportation Research Board's (TRB) Committee on Paratransit. As a private citizen, she serves as Chair of the Taxi Service Commission for Montgomery County, MD. Ms. Ellis earned a Master's of City and Regional Planning from the University of North Carolina at Chapel Hill, and a B.A., Magna Cum Laude, from Boston University. She is member of the American Institute of Certified Planners (AICP).



Elisabeth (Lib) Rood, AICP
Principal Planner

Lib Rood, AICP, has 34 years of research and practical experience in bus transit planning, operations, and research. Her background includes numerous TDPs; COAs; FTA Triennial and state compliance reviews; technical assistance studies; program evaluation studies; coordination/consolidation studies; college transportation planning studies; intercity bus studies; facility improvement studies; and feasibility studies.

Ms. Rood is experienced with FTA compliance tasks and has completed Triennial Reviews for Section 5307 systems in Montana, Kentucky, New York, Wisconsin, as well as a Technical Assistance Review for the Northern Marianas Islands. Ms. Rood is currently working with the FTA on a series of ADA assistance tasks, including follow-up corrective actions, complaint work, and specialized reviews. At the state level, Ms. Rood has completed dozens of reviews for Section 5311 and Section 5310 transit providers in North Carolina, New York, and New Jersey.

Ms. Rood has extensive experience in the preparation of TDPs and COAs for public transit programs. These plans include stakeholder and public input (including passenger surveys, community surveys, and community meetings); analyses of transit services; demographic and trend analyses; and consideration of alternatives. Each resulted in detailed five-to-ten-year operations, financial, and capital plans, for both constrained and unconstrained funding scenarios.

In Maryland, Ms. Rood has completed TDPs for Allegany County, the Town of Ocean City, Caroline, Kent, and Talbot Counties, Carroll County, Cecil County, Shore Transit, and St. Mary's County (twice). In Virginia, Ms. Rood completed a TDP for the BRITE Bus transit program for the Central Shenandoah Planning District Commission (CSPDC) in 2022. Ms. Rood also completed a TDP in 2015 for the same agency. In 2018, Ms. Rood completed a TDP and COA for Valley Metro in Roanoke, Virginia, as well as TDPs for the Harrisonburg Department of Public Transportation and Fredericksburg Regional Transit. In 2016, Ms. Rood completed a combined TDP and comprehensive operational analysis (COA) for the Williamsburg Area Transit Authority. In 2011 and again in 2020, Ms. Rood completed plans for Graham Transit (Bluefield, VA) and Mountain Empire Older Citizens (Big Stone Gap, VA). In 2024, Ms. Rood completed a Transit Strategic Plan for Valley Metro in Roanoke. Ms. Rood recently completed a TDP for Carroll County, Maryland.

Ms. Rood is currently working on a statewide COA project for the Tennessee Department of Transportation and is completing compliance reviews for New York State subrecipients. Ms. Rood holds a Master's of Science degree in Transportation Studies.



Dan Dalton
Principal Planner

Dan Dalton has over 30 years of experience at the local, state, and national levels in the operation and administration of public transportation and human services transportation, as well as an additional 11 years in the transportation industry. His background includes extensive work with both state departments of transportation and local transit systems. Mr. Dalton's overall experience includes transit planning and analysis, coordinated transportation planning, statewide transit planning, training and technical assistance, transit program funding administration, operations management, and community outreach.

Mr. Dalton has led multiple statewide projects across the country that have involved the assessment of mobility needs and identified opportunities for improved coordination of existing transportation resources, serving as Project Manager for state-level efforts in Maryland, Michigan, New Jersey, South Dakota, and Tennessee. He has also participated in statewide planning projects in Connecticut, North Dakota, and Oklahoma.

Mr. Dalton has led the development or updating of over 85 coordinated public transit-human services transportation plans across the country since enactment of legislation requiring these plans for accessing critical federal funding. He has led multiple statewide efforts in Maryland and Michigan, as well as a plan for South Dakota. Mr. Dalton has also served as project manager for regional plans in Arizona, Arkansas, Idaho, Texas, and Virginia, and is highly involved in the development of the current statewide coordinated transportation plan for North Dakota.

Mr. Dalton has also served as project manager for numerous local transit planning efforts, leading projects for six Maryland jurisdictions or regional systems; six Michigan counties; four Virginia jurisdictions or systems; and systems in Idaho and South Dakota. He has extensive experience conducting reviews of transit systems and human services agencies to ensure compliance with federal and state transit funding requirements, having completed compliance reviews of over 30 subrecipients of federal funding in New Jersey and over 20 transit systems and human services agencies that receive federal funding in Virginia.

Mr. Dalton also has extensive familiarity with transit funding programs. In addition to assisting in the update of State Management Plans for Maryland and Virginia, he has developed applications and reporting forms for both states. While at the Maryland Department of Transportation Maryland Transit Administration he developed, administered, and evaluated the state's Job Access Program, working with state agencies, transit providers, and social service providers to combine different funding sources through the program and expand options for people with lower incomes.



William (Will) Sutton, AICP
Senior Transportation Planner

Will Sutton has 15 years of experience supporting public transportation agencies, state departments of transportation, and local jurisdictions through planning, compliance, program administration, technical assistance, and implementation efforts. Mr. Sutton's expertise spans transit planning, federal and state compliance oversight, funding program administration, accessibility, and service development with a focus on rural and small urban transit systems. He holds a Master's degree in Urban and Regional Planning from Virginia Tech and has contributed to more than 200 transit planning and program support studies across the country.

Mr. Sutton has extensive experience supporting state DOTs and transit agencies in the administration and oversight of federally-funded transit programs, including FTA Sections 5307, 5310, 5311(f), and 5339. His work has included grant administration support, compliance monitoring, technical assistance, performance management, and development of implementation strategies for local and statewide transit programs. Mr. Sutton has supported statewide transit initiatives and planning contracts in Maryland, New Jersey, Tennessee, Virginia, North Carolina, and other states, assisting agencies in managing program requirements while improving transit service delivery and investment outcomes.

Mr. Sutton has significant experience conducting compliance reviews and oversight activities for FTA-funded programs. He has conducted compliance reviews, state management reviews, procurement system reviews, and triennial-style monitoring activities for Section 5307, 5310, and 5311 recipients and subrecipients. His responsibilities have included desk reviews, on-site assessments, corrective action monitoring, report development, technical guidance, and implementation support. Through long-term support to NCDOT, NYSDOT, VDRPT and other agencies, Mr. Sutton has assisted with subrecipient oversight and the development of tools and procedures to improve accountability and program compliance.

In addition to compliance and program administration, Mr. Sutton has led and supported a wide range of transit planning efforts including TDPs, COAs, ADA and paratransit assessments, demand response and microtransit planning, intercity bus studies, coordinated transportation plans, service design initiatives, and statewide mobility studies. He has supported public outreach, stakeholder engagement, workshop facilitation, technical training, GIS analysis, ridership and demographic analysis, and development of service alternatives and implementation plans. Mr. Sutton also brings experience working with transit data systems and grant administration tools and has supported technology-driven processes involving transit management platforms and document management environments used to administer and track transit programs and projects.



Todd Hansen, AICP
Senior Transportation Planner

Mr. Hansen is based in Houston, TX and leads the Texas practice of KFH Group, holding a Master's degree in Urban Planning and certificate in Transportation Planning from Texas A&M University. Mr. Hansen has over 13 years of transportation research experience focusing on best practices for public transportation agencies. His background includes projects related to transit planning and management, transit case study development and service analysis, fixed-route and demand-response service evaluation, service scenarios development, and accessibility to mobility services for persons with disabilities. He led the development of the Two-Variable Cost Allocation Calculator for National RTAP, which provides a tool for rural transit agencies and transportation programs to allocate costs across their programs and services. From 2017 to 2023, Mr. Hansen led the annual PTN-128 data review for state-funded urban and rural transit agencies in Texas, working with staff from transit agencies all over the state to provide support and conduct quality control on reported service and financial data; this included review of reported data by transit district type and funding transitions of district status from rural to small urban.

In his previous role at TTI, Mr. Hansen assisted in both the creation and delivery of the Making Dollars and Sense of Transit Finance and the Managing Operating Costs for Rural and Small Urban Transit Systems workshops for the TxDOT PTN. Mr. Hansen developed training manuals, demonstration videos, and workshops for small urban and rural transit districts in Texas to learn about fulfilling data reporting requirements to the state's PTN-128 web system. He also developed manuals and demonstration videos to support National RTAP's Two-Variable Cost Allocation Calculator, and conducted workshops with hands-on exercises of the Calculator tool at several conferences as well as Ohio DOT-hosted trainings.

Mr. Hansen has led technical assistance projects researching practices and developing service scenarios for on-demand public transportation. He recently led TCRP Synthesis 183 on commingling in microtransit service; in his previous role at TTI, Mr. Hansen assisted on a project with Mountain Line in Flagstaff, AZ assessing their use of a consolidated service model to serve general public and ADA trips simultaneously. For CapMetro in Austin, TX, Mr. Hansen developed an evaluation framework for microtransit service that helped the agency periodically assess their Pickup zones. Hansen has led or worked on transit program analysis projects with several small urban, rural or specialized transportation agencies in Texas on projects concerning existing conditions analysis and service options design. Mr. Hansen has also led several projects and key tasks focused on ADA complementary paratransit programs, including paratransit program review projects and identification of compliance issues. He is currently leading multiple coordination plan update projects in Texas under Section 5310 requirements.



David Schneider
Senior Transportation Planner

Mr. Schneider has over 20 years of experience administering FTA grant programs. He is the Founder of Schneider Analytics LLC, where he leads Transit Award Management System (TrAMS) Camp & Consulting, providing training and technical assistance to FTA grant recipients nationwide on implementing the federal transit program. In the first eighteen months of operation, he and his training partners have trained over 200 individuals representing 80 organizations.

Prior to founding Schneider Analytics, Mr. Schneider spent over 16 years at FTA in roles spanning grant program administration and agency leadership, most recently as Acting Deputy Associate Administrator in FTA's Office of Research, Demonstration, and Innovation. Through his federal career, he built deep expertise managing FTA's formula grant programs, including application review, award processing, compliance monitoring, amendments, and closeout, and became a trusted agency resource on FTA grant administration policy and practice. He also served as the national program lead for the Section 5310 Enhanced Mobility for Seniors and People With Disabilities program.

Earlier, as Division Chief of FTA's Division of Grants Management, Mr. Schneider played a lead role in developing, deploying and operating the TrAMS that IT platform that recipients and rely on today. He worked with IT contractors, FTA headquarters and regional staff, and grant recipients to define requirements, test functionality, and implement feedback. In that role, he also oversaw FTA's formula apportionment calculations, allocating more than \$8 billion annually to states and urbanized areas, and supervised a team of data analysts managing grant applications, awards, amendments, and closeout.

As a Senior Data Analyst in FTA's Office of Transit Programs, Mr. Schneider tracked and reported on FTA's grant-management and funding-disbursement goals under the American Recovery and Reinvestment Act (ARRA), led a 20-person cross-functional workgroup to ensure the completeness, quality, and accuracy of federal reporting, and coordinated enhancements to FTA's TEAM grants system, the predecessor to TrAMS, to improve grant-making, fund management, and data collection. He began his FTA career as a Transportation Program Specialist, administering and evaluating FTA programs that provided \$389 million annually to improve mobility for low-income individuals, people with disabilities, and older adults.

Mr. Schneider holds a Master's in Data Analytics from the Catholic University of America, a Master's in Public Policy focused on smart growth and transportation and land use planning from the University of Maryland, and a Bachelor's with High Honors in Politics from Oberlin College.

Compliance Specialists



Beth Hamby
Senior Transportation Planner

Beth Hamby has 37 years of experience, specializing in compliance requirements for FTA Section 5310 and 5311 programs and the ADA. Ms. Hamby has provided technical assistance for state-managed transit and specialized grant programs in Georgia, Idaho, Maryland, North Carolina, Ohio, Tennessee, and Virginia through numerous projects. She created the Maryland Locally Operated Transit System (LOTS) Program Manual in 2001 and updated it in 2004, 2012, and 2017. This comprehensive resource addresses federal and state requirements applicable to local grantees under state-administered FTA and state public transportation grant programs. She prepared similar guidebooks for Maryland's and Ohio's Section 5310 programs and has updated FTA-required State Management Plans for Maryland's Section 5310 and 5311 programs. She has also supported the Rural Transit Assistance Program (RTAP) in Maryland and Tennessee and updated the National RTAP's ADA Toolkit and Transit Manager's Toolkit.

Ms. Hamby has supported numerous rural, small urban transit studies and locally-developed Coordinated Public Transit-Human Services Transportation Plans in 10 states. She was project manager for the 2018 Skagit Coordinated Public Transit-Human Services Transportation Plan and the 2021 Grays Harbor Transit Commuter Bus Study in Washington State. She also supported statewide intercity bus studies in Texas and Washington and was part of the research team for several national studies focused on rural and community transit, accessibility to passengers with disabilities, and state transit programs, including TCRP Synthesis 142: Implementing the US DOT Reasonable Modification Rule, TCRP Report 164: Community Tools to Improve Transportation Options for Veterans, Military Service Members, and Their Families, TCRP Report 136: Guidebook for Measuring, Assessing, and Improving Performance of Rural Demand-Response Transportation, NCHRP Research Results Digest 341: Compliance Monitoring Tools, NCHRP Web-Only Document 203: Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Transit Grants, and NCHRP Research Results Digest 376: Data Needs for Assessing Rural Transit Needs, Benefits, and Levels of Service.

Ms. Hamby brings to the KFH Group Team her direct experience working for several transit agencies in Washington State and Maryland, including as a bus driver and bookkeeper for Shuttle-UM (University of Maryland) Transit, where she earned a B.A. in Behavioral and Social Sciences. Ms. Hamby recently rejoined KFH Group after serving almost four years as Sound Transit's senior program manager of Accessibility Services. There she provided ADA subject matter expertise on planned projects and service changes impacting access to rail and commuter bus services. She conducted outreach to the disability community and collaborated with other teams to resolve ADA-related complaints.



Richard Sampson
Senior Transportation Planner

Richard Sampson has 22 years of experience working with all sizes of transit providers across the nation. His range of work in planning and technical assistance includes project development, human services transportation coordination, community and stakeholder engagement, needs assessment and gap analysis, non-emergency medical transportation (NEMT), communications and marketing, asset management, federal policy and regulations, and strategies to achieve greater federal and non-federal investment. He spent six years as the Executive Director of the South West Transit Association (SWTA)—serving more than 100 transit providers in eight states—and 17 years prior to that in various roles with the Community Transportation Association of America (CTAA), supporting rural, small urban, tribal, and specialized mobility providers nationwide.



S. Bennett Powell
Senior Transportation Planner

Bennett Powell has 17 years of experience in transit operational and service planning, financial planning and reporting, data collection, capital asset and facility planning, ADA compliance, public transportation coordination, mobility management, and transit research. He has worked on several small urban transit studies and plans revolving around service analysis and microtransit planning. Mr. Powell specializes in assisting transit agencies in meeting ADA requirements. He has contributed to transit projects entailing facility, bus stop, streetscape, and vehicle accessibility. He is an expert in bus stops and facilities assessment. He has personally assessed over 1,000 bus stops across the country. His bus stop assessments consist of photographs, geo-locational data, and a survey of pathways, accessibility, safety, amenities, and service. Mr. Powell is able to tailor the assessment process to any transit system and collect any type of physical data. Mr. Powell personally assessed every small urban and rural bus stop in the State of Idaho and the City of Santa Fe, NM, and was project manager for a bus stop assessment and inventory for the T-Line in Texarkana, TX. Mr. Powell is an industry leader in innovative public and stakeholder outreach techniques, having led those efforts for more than a dozen projects. He also rides bus routes and helps develop a substantive outreach plan that assists participants in taking ownership of the final outcomes of the planning process.



Paula Clark
Senior Transportation Planner

Paula Clark has 32 years of experience with policy, operations and administration of public transit services and human services transportation at the local, state, and federal levels, including Medicaid non-emergency medical transportation (NEMT). Her background includes fixed-route and demand-response transit and microtransit planning, operations, system design, policy, research and analysis, and human services transportation coordination. Work that highlights her relevant experience includes projects with various public transportation programs funded through the Texas Department of Transportation (TxDOT). Recent work with Texas transit includes a Title VI Plan for the Coastal Bend Council of Governments, an NEMT analysis for Texoma Area Paratransit (Sherman, TX), policy review and updated guidebooks for BlueTransit (demand-response service in Waco, TX) and a Texas Rural Microtransit Guidebook. Ms. Clark also has experience researching, updating, and authoring guidebooks and toolkits for rural and tribal transit agencies. As the project manager for projects with National RTAP, Ms. Clark has updated and expanded the Rural Transit Manager's Toolkit to include guidance for Tribal Transit and updated the ADA Toolkit. Ms. Clark is also currently working with the Washington Department of Transportation (WSDOT), Colorado Association of Transit Agencies (CASTA), and National RTAP on a new Volunteer Driver Program Guidebook and Toolkit.



Ridhima Mehrotra
Senior Transportation Planner

Ms. Ridhima Mehrotra has over 13 years of experience in transit planning, including service planning for both urban and rural areas and the development of coordinated public transit-human services transportation plans across Maryland, Texas, New Jersey, Arizona, and New Mexico. She currently serves as Project Manager for the Queen Anne's County Transit Development Plan (TDP) and as Assistant Project Manager for the Concho Valley Five-Year Coordinated Human Services Transportation Plan in Texas. She is also currently leading the existing conditions and four-factor LEP analysis task for the Arizona Intercity Bus Study. In addition, she is currently supporting several coordinated plans in Texas, including those for the South Plains, DETCOG, and Texoma regions. Ms. Mehrotra has supported over a dozen TDPs in Maryland, Texas, Arizona, and New Mexico for transit providers and subrecipients operating under state and federally funded transit programs. Through these efforts, she has contributed to operations analysis, alternatives development, and implementation plans. Ms. Mehrotra also brings direct experience in comprehensive transit operations analysis through her role supporting the Comprehensive Operations Analysis for the City of Abilene, Texas, where she conducted cost-benefit evaluations of service alternatives, workforce and operational impact assessments, and environmental impact analysis.

Ms. Mehrotra's experience includes needs assessments, performance evaluation, operations assessment and improvement strategies, capital planning, stakeholder engagement, and implementation planning. She also has strong GIS and data analysis capabilities with additional experience in ADA paratransit planning, microtransit planning, bus stop assessments, pedestrian infrastructure evaluation, small facility feasibility design, and Title VI equity analysis. She holds a bachelor's degree from the School of Planning and Architecture, New Delhi, India and a master's degree in Community Planning (MCP) from University of Maryland, College Park.

Administrative Support



Sarah Lasky
Transportation Planner II

Sarah Lasky has eight years of relevant experience in data analysis, assessing transportation needs, public outreach, and compliance for FTA Section 5310 and 5311, the ADA and Title VI of the Civil Rights Act (Title VI). She has experience providing technical assistance for public transit and human services transportation planning for both rural and small urban transit agencies, as well as Title VI plans for Section 5310 and Section 5311 recipients in Virginia.

Recently, Ms. Lasky assisted with public surveys and presentations to the advisory committees during the creation of TDPs for both Anne Arundel County and Annapolis, MD. Currently, Ms. Lasky is assisting on the Maryland Coordinated Plans and has played a major role in the Baltimore Region's update, as well as the public outreach events. Ms. Lasky has worked on TDPs in multiple states and has also assisted with other statewide coordination plans. During a transit transfer study for the Baltimore Metropolitan Council, Ms. Lasky compiled extensive transit schedule and bus stop data that was used to analyze transit network connectivity. Ms. Lasky also has a wide background in conducting compliance reviews (both state and federal) for both Section 5310 and Section 5311 recipients. She also has a background in Title VI compliance, having helped update the Department of Rail and Public Transportation's in Virginia Title VI Plans for both Section 5311 and Section 5310 recipients.



Chris Taylor
Policy Planner

Chris Taylor is a Regional Planner assigned to MDOT MTA and has been a part of the OLTS team since 2016. In this position, he is responsible for the day-to-day contacts with Locally Operated Transit Systems (LOTS) and other transportation entities. This includes grant tracking and auditing; federal and state compliance with grant administration; project management; conducting quarterly meetings with the LOTS;

and working with the various departments of MDOT MTA and LOTS. The work at MDOT MTA and LOTS includes funding and regulatory compliance, and other issues as needed—preparing reports, collecting required reporting from the LOTS, reviewing reimbursement requests from LOTS, assisting with project presentations as required, and being the main contact for LOTS when dealing with MDOT MTA.

Mr. Taylor is currently responsible for four LOTS and one small transit service in the North Central Maryland area. He has extensive contact with Capital Planning regarding project timelines and cash flow. He also is a member of the teams that are responsible for Asset Management and the Safety Management System requirements for LOTS as directed by the Federal Transit Administration. These duties include helping LOTS maintain accurate inventory records and long-term planning for asset replacement, and annual reviews and updates of the LOTS Public Transit Agency Safety Plans.



Bruce Hojnacki
Policy Planner

Bruce Hojnacki is a Regional Planner for KFH Group and is currently assigned to the MDOT MTA. In this position he is responsible for the day-to-day contacts with Locally Operated Transit Systems (LOTS) and other transportation entities. Mr. Hojnacki provides support for the LOTS that include reviewing and approving LOTS procurement bids, presenting information regarding the LOTS approved grants, providing updates on LOTS projects, and gathering information from local planners regarding issues that may arise during the CTP Tour (to notify MDOT personnel of any issues that may be aired so they are prepared to address them). He also is responsible for following up on questions asked at the CTP Pre-Tour and CTP that require a written response.

Mr. Hojnacki helps the LOTS receive grant funding, and provides technical services to assist LOTS in understanding of all facets of the grant, including an audit of the spending of the grant to ensure compliance with the grant requirements. Mr. Hojnacki presents information regarding the LOTS approved grants, provides updates on LOTS projects, and gathers information from local planners regarding issues that might arise during the CTP Tour. Mr. Hojnacki also assists with the LOTS Transit Development Plans (TDP) by supplying financial information and other data requested by fellow team members. In addition, he is currently responsible for the Southern Maryland LOTS, managing both the Maryland Statewide Coordination and Technical Assistance (SCATA) program, and the Intercity bus program.



Kirby Wilhelm
Policy Planner

Kirby Wilhelm is a Policy Planner for KFH Group and is currently assigned to the MDOT MTA. In this position, he is the day-to-day contact for the Central Maryland Region's Locally Operated Transit

Systems (LOTS), in addition to other transportation and government entities. This work includes grant tracking and auditing, compliance oversight with federal and state regulations with grant administration, project management, and working with various departments at the MTA, state, and local levels regarding funding, regulatory compliance, and other issues. Other job functions include preparing reports and project presentations as required, as well as being the Central Maryland Region's LOT's main point of contact at MTA.

Mr. Wilhelm is currently responsible for five LOTS in Central Maryland and various entities related to these LOTS. He also serves as the program manager for MTA's Rideshare – CMAQ program.



James McGuire
Transportation Planner I

James McGuire has 12 years of experience supporting FTA compliance reviews, transit development plans (TDPs), intercity bus studies, coordinated human services transportation plans, public outreach, and field-based transit data collection. He has served as an assistant reviewer on FTA compliance reviews for transit systems in Ohio, Illinois, and Guam, supporting both on-site evaluations and extensive desk review activities. His work includes reviewing documentation in accordance with the FTA Contractors Manual, such as maintenance records, board meeting minutes, Transit Asset Management (TAM) plans, and Public Transportation Agency Safety Plans (PTASP), as well as coordinating with agencies to obtain and clarify compliance materials. He also has experience using FTA's Transit Award Management System (TrAMS) in support of grant oversight and compliance-related activities.

In addition to compliance work, Mr. McGuire has contributed to transit planning projects across rural, small urban, and statewide contexts, including intercity bus studies in Nebraska, Ohio, North Dakota, and South Dakota; TDPs in Virginia, Maryland, and Texas; and coordinated plans in Maryland, Michigan, and South Dakota. His work includes GIS-based demographic and service analysis, route planning, survey design and analysis, stakeholder engagement, and development of service alternatives. He has also supported extensive public outreach efforts, including stakeholder meetings for coordinated plans involving transit agencies and human services providers, public meetings in support of intercity bus planning, and onboard and community-based survey distribution targeting transit riders. He has conducted fieldwork such as bus stop inventories and ADA accessibility assessments in Arlington and Prince William Counties in Virginia, and Midland–Odessa, TX, using Esri Survey123 and Field Maps to document stop conditions, pedestrian access, and compliance-related features. Through these efforts, he has supported public outreach, technical analysis, and data-driven recommendations to improve transit access and coordination.

**Ben Dohan*****Transportation Planner I***

Ben Dohan brings expertise in GIS, cartography and data analysis to the KFH Group Team. He developed an interest in transportation planning while earning his M.S. in Geography and the Environment at Texas Tech University and has worked for KFH Group since completing his degree in 2024. At KFH Group he has worked on projects related to transit planning, fixed-route and demand-response service evaluation, intercity bus and human services transportation coordination. He has contributed to numerous rural and small urban transit plans across Maryland and Texas, including Allegany County, Carroll County, Cecil County and Queen Anne's County in Maryland, and the City of Abilene in Texas. Ben specializes in spatial data analysis, such as identifying service gaps by comparing ridership and census data or assessing travel patterns through origin-destination pairs.

Ben also plays an active role in stakeholder engagement and public outreach and has ridden local transit systems across the mid-Atlantic, interviewing riders to ensure that all voices are considered in transit planning decisions. Additionally, his portfolio includes intercity bus studies, where he has evaluated services in North Dakota and New Jersey and is working on a TCRP project about best practices for the state's role in administering intercity bus programs. He is also currently on the KFH Group Team that is building Arizona's new intercity bus plan. Ben is based out of the KFH Group main office in Rockville, Maryland.

**Luke Huddon*****Proposal and Production Manager***

Luke Huddon is the Proposal and Production Manager at KFH Group, bringing his expertise in content management and visual design. Mr. Huddon specializes in transit-focused design and coordinated planning initiatives. He has developed and maintained project websites for multi-regional plans across states such as Maryland, Michigan, South Dakota, North Dakota, and Tennessee, creating user-friendly platforms that enhance stakeholder engagement opportunities.

Over the last five years, Mr. Huddon has led the design of the *Maryland Transit Update*, a semiannual publication for the MDOT MTA in partnership with the Transportation Association of Maryland (TAM). In 2021, he led a complete redesign of the newsletter, creating a modern, streamlined format that is optimized for online accessibility. In addition, Mr. Huddon manages proposal development and production, overseeing design standards, templates, and layouts while ensuring timely, high-quality deliverables. His work consistently strengthens KFH Group's visual identity and workflow.

Personnel Bios – RK&K



Maggie Berman, CEP
Senior Project Delivery Leader

Maggie Berman, CEP, is skilled in transportation planning and environmental documentation, including the development and review of all levels of NEPA documentation and related planning documents, such as logical termini, independent utility, class of action, purpose and need, and feasibility reports. Her NEPA experience includes the preparation of PCEs, CEAs, EA/FONSIAs, and EIS/RODs, as well as all supporting technical documentation for resource evaluations in socioeconomics, land use, right-of-way, environmental justice, Section 4(f) and 6(f), and indirect and cumulative effects. She also has experience leading extensive agency and stakeholder outreach and public involvement efforts for a variety of NEPA studies.



Sari Rothrock, AICP
Senior Project Planner

Sari Rothrock, AICP, has experience in planning civil infrastructure projects. A graduate of the Department of Urban Studies and Planning at the Massachusetts Institute of Technology, her areas of expertise include community and environmental planning and public outreach. Additional skills and competencies include meeting facilitation, NEPA compliance, and Environmental Justice analysis. Prior to joining RK&K, Sari worked for a National Estuary Program, where she helped communities develop strategies to enhance their resiliency to climate change impacts through planning, policy, and strengthening natural infrastructure.

Sari has experience working in the planning field, including multiple efforts focused on communities' resiliency, water quality, and ecological enhancement. She specializes in NEPA compliance, stakeholder engagement, climate adaptation, and watershed planning. Additional skill sets and competencies include meeting facilitation, local ordinance review, and green infrastructure solutions. Prior to joining RK&K, Sari served as watershed planner for the Partnership for the Delaware Estuary forging relationships with resource agencies and municipalities and NGOs throughout Pennsylvania as well as Delaware and New Jersey. In that capacity, she has worked on many studies/plans that were funded through grants from federal resource agencies.

Resumes

Detailed resumes outlining the qualifications of key personnel are provided on the following pages.



Resumes



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John D. Giorgis

Principal Planner



Years of Relevant Experience: 27

Education

Masters, Applied Economics, Johns Hopkins University, 2004

B.A., Economics, Geological Sciences, Case Western Reserve University, 1999

Employment History

- *Consultant*, May 2025-Present
- *Director, Office of Performance, Evaluation, & Enterprise Risk (PEER)*, Office of the Secretary of Transportation (OST), 2023-2025
- *Director, Office of Strategic Planning & Analysis*, Federal Transit Administration, 2012-2023
- *National Transit Database (NTD) Program Manager*, Federal Transit Administration, 2007-2011
- *Program Examiner (Rotational Assignment) | Office of Management & Budget (OMB)*, Executive Office of the President, 2006-2007
- *Presidential Management Fellow*, Federal Transit Administration, 2005-2006
- *Chair, United States Subcommittee for Transportation & Warehousing*, North American Product Classification System (NAPCS) Working Group | Economic Classification Policy Committee of OMB, 2001-2005
- *Economist*, US Bureau of Labor Statistics, 1999-2005

Highlights

- Member – Standing Committee on Asset Management for the Transportation Research Board of the National Academies of Science, Engineering, & Medicine (TRB)
- Member Standing Committee on Management and Performance for TRB
- DOT Secretary's Gold Medal Award (twice as part of teams)
- Department of Transportation – Secretary's Team Award (ten times)
- FTA Outstanding Individual Achievement (twice)
- FTA Mentoring Program–Nine Year Mentor
- Mass Transit Magazine – "Top 40 Under 40", 2010
- Eagle Scout, BSA

John Giorgis is a senior practitioner in public sector strategic planning, performance improvement, and enterprise risk management. He is also a nationally recognized expert in Federal public transportation policy, particularly with regards to formula funding. He brings over 25 years of Federal government experience to his new role with the KFH Group Team.

Relevant Experience

Consultant

Mr. Giorgis serves as an advisor to the KFH Group on the laws, regulations, and policies of the Federal Transit Administration (FTA). He also consults on integrating strategic planning, performance improvement, evidence-gathering, enterprise risk management, internal controls, and outcome-based budgeting for a holistic approach to sound public sector management.

- John has developed numerous training sessions related to National Transit Database reporting requirements, FTA's Transit Asset Management (TAM) Plan regulations, and the implementation of FTA's Funding Formulas. John has delivered these training courses under contract to multiple State DOT's, numerous industry conferences, and as webinars.
- As a partner with CityFi, Inc., Mr. Giorgis advised a large transit agency on the key drivers impacting changes in that agency's FTA formula funding over the past three years and developed an action plan for mitigating the impacts and maximizing formula allocations.
- As a partner with TFC Consulting, John has served as a Triennial Reviewer providing comprehensive oversight of compliance by FTA grantees with FTA's program requirements and Federal regulations. He has used his comprehensive understanding of FTA's programs to connect multiple areas of FTA's guidance to clearly identify potential issues and solve potential findings.
- Also, as a partner with TFC Consulting, Mr. Giorgis has delivered industry training sessions and has advanced Federal agency clients on updating performance goals and enterprise risks aligned to agency strategic plans.



John D. Giorgis
Principal Planner



Director, Office of Performance, Evaluation, & Enterprise Risk (PEER), Office of The Secretary of Transportation (OST)

Mr. Giorgis served as a senior executive advisor to the Secretary and Deputy Secretary as the *Performance Improvement Officer (PIO)*, *Evaluation Officer*, and *Chief Risk Officer* for the U.S. Department of Transportation (DOT), a Cabinet agency with a budget of \$140 billion and nearly 60,000 employees. In this role, he led a high-performing team to advance evidence-based decision-making throughout the Department and its component agencies.

As the *Performance Improvement Officer*, Mr. Giorgis advised the Secretary on establishing Agency Priority Goals (APGs) and the DOT Annual Performance Plan. He directed an overhaul of the Department's portfolio of 140+ performance goals. Guided by a logic model approach he streamlined the portfolio by nearly 75% to enhance employee engagement with the most important goals. He led quarterly reviews of progress towards these performance goals for the senior executives of each of the Department's ten organizational components. He also responded to stakeholders by overhauling the quarterly performance review process to reduce reporting burden, preserve accountability, and meet leadership's needs.

As the *Evaluation Officer*, Mr. Giorgis served as a senior executive who was responsible for implementation of Title I of the Evidence Act (The Foundations of Evidence-based Policymaking Act of 2018). In this role he advised the Secretary and Deputy Secretary on establishing an annual portfolio of program evaluations at the Department to generate evidence for the outcomes driven by DOT's programs. He developed the Department's Annual Evaluation Plan and led a mid-cycle update of the Department's Learning Agenda Strategic Plan, expanding it from just five topic areas to nineteen evidence-gathering areas covering DOT's major lines of business.

As *Chief Risk Officer*, Mr. Giorgis advised the Secretary and the Deputy Secretary on the top enterprise risks impacting the Department's ability to achieve its strategic objectives. In this role, he engaged the executives of USDOT's component organizations in identifying the sources of enterprise risk within their organizations and assessing their priority. He achieved greater efficiency and increased organizational awareness of enterprise risks by establishing the Department's first set of cross-cutting enterprise risks and directed DOT's component organizations in developing the first Departmental budget request directly tied to enterprise risks.

Director, Office of Strategic Planning & Analysis, Federal Transit Administration

Over his more than a decade in this role, Mr. Giorgis was responsible for five disparate functional areas for the Federal Transit Administration (FTA), a Federal agency with recent budgets exceeding \$20 billion and seven hundred employees.

1. Strategic planning and performance management;
2. Management of the National Transit Database;
3. Data analysis to inform policy-making;
4. Transit asset management regulations; and
5. Program audit liaison (see details of each below)



John D. Giorgis
Principal Planner



Mr. Giorgis led a diverse, multidisciplinary team successfully developed and mentored employees towards promotions to managerial or executive positions. He was responsible for all of FTA's contributions to the Department of Transportation's Strategic Plan, including goals, intermediate objectives, and performance measures. Mr. Giorgis built a coalition to successfully lead FTA's Executives in developing the first FTA-specific 5-year Strategic Plan in 20 years in 2021 and implemented a new quarterly FTA Strategic Review to drive accountability. He continuously refined FTA's portfolio of performance goals to support date-driven decision-making. Mr. Giorgis also developed FTA's first-ever program evaluations under the Evidence Act, as well as FTA's first-ever enterprise risk management program, both processes became models for use across USDOT.

Mr. Giorgis also supervised the NTD Program Manager after holding this role from 2007-2012. He oversaw the successful transition of the NTD system to a new technology platform to meet security requirements and to provide lower lifecycle maintenance costs. He developed the concept of a "National Transit Map," compiling route and schedule information to identify national gaps in service. Congress adopted this successful concept in the Infrastructure Investment and Jobs Act of 2022 (IIJA). Mr. Giorgis also directed and secured the resources for the first comprehensive review of the NTD's "Uniform System of Accounts" (USOA) since the 1980s, updating the accounting standards for FTA's formula grantees. He further directed FTA's NTD modernization efforts to enhance data access, streamline report processing, and reduce reporting burden.

Mr. Giorgis directed a team to study the future post-pandemic finances for the public transportation industry and developed policy options for leadership. He led development of four editions of the biennial Conditions & Performance (C&P) Report to Congress and used the platform of the C&P Report to highlight the urgent need for investments in the Nation's state of good repair backlog for transit. As a result of this effort, Congress updated FTA's formula programs to better direct funds towards state of good repair needs. Additionally, Mr. Giorgis managed all transit data requests from agency leadership, Congressional staff, and both print and television media. With his expert background, Mr. Giorgis established himself as FTA's subject matter expert on FTA's program structure, the implementation of Census Bureau changes, and Federal funding formulas.

Mr. Giorgis led the rulemaking process to implement FTA's authority to regulate transit asset management (TAM) established by the 2012 Moving Ahead for Progress in the 21st Century Act (MAP-21). He developed interpretations for the underlying legislation governing FTA's authority, made recommendations to FTA's leadership, and received approval for implementation in the final rule. He advanced an innovative approach of national performance measures and locally set targets to align FTA and its grantees towards reducing the state of good repair backlog. He also oversaw the development of outreach, training, and technical assistance materials to implement the new regulations for more than 3,000 providers of public transportation.

He also coordinated FTA's responses to all program audits by the Office of Inspector General (OIG) and by the Government Accountability Office (GAO) to ensure full cooperation and a unified agency response. Mr. Giorgis also facilitated FTA's executives in resolving both internal conflicts and external impasses between FTA and the auditors through collaborative problem solving.



John D. Giorgis
Principal Planner



National Transit Database (NTD) Program Manager | Federal Transit Administration

Mr. Giorgis was the Contracting Officer's Representative (COR) for the core NTD support contract. He was responsible for all phases of the acquisition, including solicitation, budget development, contract oversight, quality assurance, and payment of invoices. He oversaw data collections from more than 3,000 transit systems, used to apportion more than \$6 billion in Federal funds annually. He established the requirements, wrote the implementing guidance for the Reporting Manual, and made definitive interpretations of the reporting rules. Mr. Giorgis assisted numerous transit agencies in accessing and properly interpreting NTD data for peer comparisons, supporting those transit agencies in leveraging NTD data to drive improved efficiency and enhanced effectiveness.

Program Examiner (Rotational Assignment), Office of Management & Budget (OMB), Executive Office of the President

Mr. Giorgis assisted in the development of the President's Budget for the Federal Aviation Administration and conducted policy analyses on alternatives for the Federal Aviation Administration reauthorization proposal and made recommendations to senior OMB officials.

Presidential Management Fellow, Federal Transit Administration

Mr. Giorgis coordinated FTA's "Enhancing Transit Ridership" teams: assembled a team of experts from around the country for site visits at transit systems to identify opportunities for increasing ridership performance. He also managed FTA's quarterly performance reporting activities, developed new performance measures, and secured buy-in from program managers and executives.

Chair, United States Transportation & Warehousing Subcommittee, North American Product Classification System (NAPCS), Economic Classification Policy Committee (OMB)

At this role, Mr. Giorgis led a team of representatives from five different Federal agencies in developing joint US proposals for classifying all services in the transportation industry, in collaboration with industry representatives. He represented the United States in negotiations with counterparts in Canada and Mexico on developing a unified economic classification system for transportation services and resolved conflicts between the negotiating teams from the three countries to create draft international agreements for further approval by senior officials.

Economist | U.S. Bureau Of Labor Statistics

As an *Economist* at the U.S. Bureau Of Labor Statistics, Mr. Giorgis was responsible for the monthly publication of indexes measuring transportation price changes. He conducted research with transportation industry representatives and designed a new index for commercial airline prices. Mr. Giorgis also served as Union Steward for the American Federation of Government Employees (AFGE) Local 12, where he represented employees in grievances and developed union contract proposals.



Joel Eisenfeld

Principal Planner



Years of Relevant Experience: 31

Education

M.U.E.P., Urban & Environmental Planning, University of Virginia, 1998

B.S. Business Administration – University of Maryland, 1993

Employment History

- *Senior Transportation Planner*, KFH Group, 2001-Present
- *Regional Planner*, Maryland Transit Administration., 1999-2001
- *Strategic Planner*, Potomac and Rappahannock Transportation Commission, 1997-1999
- *Transportation Analyst*, Apogee Research, Inc., 1994-1997

Highlights

- Managed and contributed to short-range transit plans across the nation
- Led the development of more than 50 transit development plans and coordinated public transit-human services transportation plans
- Facilitated coordination workshops in Maryland, Virginia, Michigan and New York
- Speaker at the 2013 CTAA EXPO for the Senior Transportation and Mobility Management: Examples of Successful Programs workshop

Joel Eisenfeld is a Principal Planner with over 31 years of experience in the policy, operations, and administration of public transit and human services transportation programs at the local, state, and federal levels. He brings extensive expertise in transit planning, program compliance, coordination, and management, with a proven record of success developing Transit Development Plans (TDPs), leading compliance reviews, advancing human services transportation coordination, and shaping statewide program management and policy frameworks.

Relevant Experience

Compliance and Triennial Reviews

Mr. Eisenfeld has conducted **FTA Triennial Reviews** for Section 5307 transit systems in Regions 2, 4, and 8, and has served as Project Manager on numerous projects providing technical assistance to local transit systems to enhance compliance and operational performance.

Since 2013, he has supported **DRPT's compliance review oversight**, developing review materials, training workshops, and refined tools to improve consistency and accountability. Beginning in 2014, he conducted on-site compliance reviews for DRPT subrecipients and contributed to revisions of DRPT's oversight materials and **Compliance Review Workbook**. His work also included delivering workshops that reviewed the on-site review process, workbook usage, and corrective action planning.

Mr. Eisenfeld also served as **Team Leader** for compliance, technical capacity, and management proficiency reviews for Section 5311 and Section 5310 subrecipients in North Carolina. In addition, he was **Project Manager** for **Technical Assistance for Radford Transit's Triennial Review**, leading efforts to assess and improve Radford Transit's compliance with FTA Sections 5307 and 5311 requirements and providing targeted technical assistance to resolve findings and strengthen future compliance.

Transit Management, Operations, & Paratransit Planning

Mr. Eisenfeld provides technical assistance to public transit operators and policymakers through the development of



Joel Eisenfeld
Principal Planner



transportation development plans and related studies. He currently serves as Deputy Project Manager for the Virginia Department of Rail and Public Transportation (DRPT) **Virginia Rural Transit Program Strategy**, guiding the distribution of Federal Rural Area Formula Grant funds—FTA Section 5311 and Appalachian Development Transportation Assistance Program (ADTAP)—to agencies across the Commonwealth of Virginia.

He has managed multiple recent TDPs, including **Harford Transit (MD)**, **Washington County Transit (MD)**, and **Frederick TransIT (MD)**, as well as **Jaunt**, **Farmville Area Bus**, and **Blackstone Area Bus System** in Virginia. His experience also includes managing projects involving FTA Section 5307 regional formula funding, such as the **French Broad River MPO Urban Transit Funding Formula Study** and the **New River Valley FTA Section 5307 Transit Funding and Regional Coordination Study**, both of which developed equitable financial allocation models for distributing Section 5307 funds among regional recipients.

Coordination Planning

Mr. Eisenfeld has extensive experience developing coordinated public transit–human services transportation plans, first required under the Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU). He served as Co-Project Manager for both Maryland’s Regional Coordinated Plans and Virginia’s Coordinated Human Service Mobility Plans, meeting federal requirements for each state.

He has led and supported updates to the Maryland Coordinate Transportation Plans since their inception, as well as those in the Commonwealth of Virginia, known as the Coordinated Human Service Mobility (CHSM) Plan. His work includes collaboration with mobility managers nationwide—in Maryland, Virginia, and New York—to develop resources, training programs, and workshops supporting mobility management strategies. He has also conducted professional development sessions for mobility managers in Maryland, New York, Michigan, and Virginia, and presented at the Community Transportation Association of America (CTAA) EXPO and the Transportation Association of Maryland (TAM) Conference.

FTA Civil Rights Technical Assistance

In 2021, Mr. Eisenfeld served as Project Manager for DRPT’s federally mandated updates to:

1. DRPT’s **Disadvantaged Business Enterprise (DBE)** plan and three-year DBE goal;
2. DRPT’s **Title VI** plan for both the agency and its subrecipients; and
3. **Equal Employment Opportunity (EEO)** plans for qualifying subrecipients.

He also managed KFH Group’s **Title VI Compliance Assessment** for DRPT, covering recipients of Section 5311, Section 5310, Section 5316, and Section 5317 funds, as well as Metropolitan Planning Organizations (MPOs). This work included developing template Title VI policies and conducting grantee training sessions.



Elizabeth H. Ellis, AICP

Principal Planner



Years of Relevant Experience: 35 Education

MRP, City & Regional Planning,
University of North Carolina, Chapel
Hill, 1978

B.A. Geography and Fine Arts, Magna
Cum Laude, Boston University, 1974

Employment History

- *Principal Planner*, KFH Group, 1999-Present
- *Consulting Manager*, Laidlaw Transit Services, 1997-1999
- *Manager of Consulting*, DAVE Transportation Services, 1982-1997
- *Consultant*, Peat, Marwick, Mitchell & Company, 1981-1982
- *Consultant*, DAVE Systems, 1979-1981

Highlights

- Principal Investigator (PI) of several research reports addressing paratransit, including TCRP Report 239, Provision of Alternative Services by Transit Agencies: Intersection of Regulation and Program and Reports 124 and 136 on demand-response transportation performance. Research team member that produced FTA Report No. 0081, Accessible Transit Services for All and TCRP Report 163, Strategy Guide to Enable and Promote Fixed Route Transit by Persons with Disabilities.
- PI for TCRP Report 164, *Community Tools to Improve Transportation for Veterans*.
- Co-PI for TCRP Report 203, *Transportation to Dialysis Facilities-Health/Transportation Intersection*
- Manager for various ADA paratransit studies, including paratransit eligibility certification studies.

Ms. Ellis is a Principal Planner and a specialist in paratransit and transit planning and policy, system design, and performance evaluation, with recognized expertise with ADA paratransit. Bringing more than 30 years of experience, she has managed numerous projects for a wide variety of public and private agencies. She served as Principal Investigator (PI), Co-PI or key researcher for 11 research studies for the Transportation Research Board's TCRP program. Ms. Ellis has built on her earlier career at a private transportation contractor in California, bringing hands-on experience with contracting practices.

Relevant Experience

Americans with Disabilities Act (ADA)

In the early years of the ADA, Ms. Ellis developed ADA plans for various entities, including the Washington Metropolitan Area Transit Authority (WMATA) and several California cities. She assisted with early ADA paratransit efforts in Los Angeles County, preparing policy and procedure manuals for operations and a rider's guide for users. She designed a supplemental taxi service for the San Mateo County (California) Transit District's ADA service, preparing the RFP and contract documents.

In 2003, Ms. Ellis was appointed by the U.S. District Court in Pennsylvania to serve as Special Master, providing technical expertise for litigation involving data reliability at SEPTA's ADA paratransit service that was ultimately resolved in 2008. More recent work includes task-order assistance to the Maryland Transit Administration (MTA) with its ADA paratransit service, including development of a revised service model and preparation of an RFP to implement the new structure.

Ms. Ellis served as the *Expert Witness* for WMATA's Office of General Counsel in litigation concerning WMATA's ADA paratransit program. She served as task leader for an ADA Paratransit Growth Management study for the Orange County (California) Transportation Authority. She was the Assistant Principal Investigator for TCRP Project B-34, researching



Elizabeth H. Ellis, AICP
Principal Planner



practices that commingle ADA and non-ADA riders on the same service. As a subcontractor, she worked with the Greensboro (NC) Transit Authority to improve its ADA paratransit service and assisted the Metropolitan Transportation Commission in San Francisco with a Transit Sustainability Project, focusing on Bay Area transit operators' practices for managing ADA paratransit cost and demand.

Ms. Ellis served as the project manager for an ADA paratransit evaluation study for the Capital Area Transportation Authority (CATA) in Lansing, Michigan. She was task leader for an ADA paratransit evaluation study for the Ann Arbor Area Transportation Authority in Ann Arbor, Michigan. She managed KFH's recently completed ADA paratransit study for IndyGo in Indianapolis. From 2014 to 2019, Ms. Ellis served as the ADA Expert in Denver, Colorado, reviewing and auditing the Regional Transportation District's (RTD) implementation and enforcement of a Settlement Agreement reached with a local disability organization. At issue was access by riders using wheelchairs and other mobility devices to the wheelchair securement areas on RTD's fixed route buses. She is currently engaged in two studies for New Jersey Transit focused on improving the performance of its statewide ADA paratransit services as well as developing a brokerage to include human service agencies in the provision of service for people with disabilities.

Taxis and TNCs as Paratransit Providers

Ms. Ellis's taxi work includes projects early in her career including development of a taxi script program in Napa County, CA and design of a supplemental taxi service for the San Mateo County (CA) Transit District's ADA service. For the Maryland Transit Administration (MTA), she evaluated the MTA's same-day taxi program for ADA paratransit riders and managed a study to restructure the program. She also assisted the MTA implement a pilot using taxis for standing-order trips of ADA eligible riders for dialysis treatment.

Ms. Ellis assisted the Washington, D.C. region's Council of Governments (COG) introduce wheelchair accessible taxis in Washington, D.C. Ms. Ellis prepared an RFP for central dispatch for accessible cab service, drafted contract requirements for the taxi companies awarded accessible vehicles through the federal New Freedom grant program and developed RFPs for accessible taxi driver training and for marketing the new accessible service. Ms. Ellis was involved as a senior consultant on KFH's project to introduce accessible taxis in Boise, ID. She was selected by the Taxi, Limousine, and Paratransit Association (TLPA) – now the Transportation Alliance – as one of several on-call technical experts to assist the private, for-hire member companies with issues related to local and state transportation planning processes. She helped the Delaware Transit Corporation plan a pilot using for-hire transportation companies to provide same-day service for people with disabilities.

To meet a request by the Virginia Legislature, Ms. Ellis managed a study that assessed the feasibility of increased use of taxis and potential use of transportation network companies (e.g., Uber, Lyft) to provide ADA paratransit service. The study highlighted issues related to regulatory requirements of federal transit funding, in particular those related to Civil Rights statutes and the ADA. Ms. Ellis was



Elizabeth H. Ellis, AICP
Principal Planner



selected by the Transportation Research Board (TRB) to conduct a study of transit agency use of taxis, now published as TCRP Synthesis 119, *Use of Taxis in Public Transportation for People with Disabilities and Older Adults*. She was on the research team that produced TRCP Report 204, *Partnerships Between Transit Agencies and Transportation Network Companies*, which included case studies of TNC pilots supplementing ADA paratransit. She recently served as the Principal Investigator of TCRP Report 239 on alternative services for ADA paratransit riders.

ADA Paratransit Eligibility and Certification

Ms. Ellis was responsible for redesigning WMATA's ADA certification program in the late 1990's, with implementation of in-person functional assessments. She obtained services of rehabilitation hospitals, developed contract documents, and trained therapists responsible for the functional evaluations. She was a subcontractor on a project for OCTA in California to assess the ADA certification process and develop a new RFP for the eligibility determination process. Other work included assessment of the eligibility certification process for the Regional Transportation Commission (RTC) in Reno, NV and development of options to improve the process. She conducted similar work for the Greensboro Transit Agency (GTA) in Greensboro, North Carolina, focused on policy and procedural improvements to the Agency's ADA certification process. She also served as a subcontractor on a project that developed a revised eligibility certification process for the Imperial County (California) Transportation Commission.

Ms. Ellis was requested by a transit agency in the Northeast and its legal counsel to review certification decisions made by the transit agency's staff, in light of complaints from the disability community and a disability rights agency. Ms. Ellis was part of the KFH team contracted by Rock Region METRO in Little Rock, Arkansas for an ADA paratransit evaluation. She was responsible for a random audit of eligibility determinations to assess reasonableness and developed options to introduce an in-person component.

Transit and Paratransit Operations and Service Evaluation

Ms. Ellis brings a hands-on understanding of the day-to-day issues of operations. She spent 18 years with a major private contractor in California, where among many projects, she supported project managers with technical and planning assistance. She developed an internal performance assessment process to ensure service quality and compliance with company procedures. She assisted project managers comply with National Transit Database (NTD) reporting and ADA requirements. Recent work with KFH includes various projects through a task-order contract with Maryland's MTA. Ms. Ellis supported MTA's Office of Statewide Planning's expansion of the state's performance monitoring program, developing new performance measures and revising standards. Other projects include studies for Lake County, California; Redding Area Bus Authority in California; Inyo County, California; scheduling/dispatch studies for a human service agency in Pasadena, California, two private hospitals in Los Angeles, and the San Diego Red Cross; and improvement studies for several cities in Los Angeles County.



Elizabeth H. Ellis, AICP
Principal Planner



Transit Research

Ms. Ellis has extensive research experience, which includes serving as Principal Investigator (PI) for several TCRP projects, including Report 124 on urban demand-response transportation (DRT) performance and Report 136 for rural DRT. She was the PI for the well-received TCRP Report 164 on veterans' transportation. As Co-PI, she was the primary author of TCRP Report 203 on Dialysis Transportation. Ms. Ellis was on the consultant team for an FTA research study, Accessible Transit for All, focused on the delivery of cost-effective ADA paratransit services. Ms. Ellis authored the demand-responsive transportation sections for the *Transit Capacity and Quality of Service Manual (TCQSM)*, 2nd edition, TCRP Report 100 and 3rd edition, TCRP Report 165. She was part of the team for TCRP 163, *Strategy Guide to Enable and Promote Fixed Route Transit by Persons with Disabilities*. She completed a TCRP synthesis on the use of taxis by transit agencies to serve individuals with disabilities and older adults. She was a subcontractor for TCRP 204, researching transit agency partnerships with TNCs. She served as PI for TCRP Report 239, *Provision of Alternative Services by Transit Agencies: Intersection of Regulation and program*.



Elisabeth Rood, AICP

Principal Planner



Years of Relevant Experience: 34

Education

M.S., Transportation Studies, Morgan State University, Outstanding Scholar, 1996

B.S., Kinesiological Sciences, Cum Laude, Phi Beta Kappa, University of Maryland, 1986

Employment History

- *Senior Transportation Planner*, KFH Group, 2005-Present; 2001-2003; 1995-2000
- *Owner/Manager*, Emma, 2003-2005
- *Senior Operations Planner*, Montgomery County Ride-On, 2001
- *Associate*, Ecosometrics, 1989-1995
- *Information Specialist*, CTAA, 1987-1989
- *Bus Driver, Dispatcher, Manager*, Shuttle-UM, University of Maryland, College Park 1983-1987

Highlights

- Served as project manager for over 20 transit planning studies and operational analyses in Maryland, Virginia, and North Carolina
- Provided technical assistance to transit operators through the national RTAP program as well as through several state RTAP programs
- Planned routes and schedules for a larger urban transit system, as a Senior Operations Planner with Montgomery County, MD
- Served as a driver, dispatcher, safety trainer, and operations supervisor for Shuttle-UM

Elisabeth Rood has over 30 years of research and practical experience in bus transit planning, operations and research. Her background includes numerous compliance reviews, transportation development plans (TDPs), comprehensive operational analyses (COAs), technical assistance studies, program evaluation studies, as well as several coordination/consolidation studies, college transportation planning studies, intercity bus studies, facility improvement studies, feasibility studies, and direct transit operations.

Relevant Experience

Compliance and FTA Assistance

In 2019, Ms. Rood served as a lead reviewer for three FTA Triennial Reviews for small urban transit programs in Montana. In 2021, Ms. Rood completed a Triennial Review for a small urban transit provider in New York State. Ms. Rood completed reviews of three Kentucky programs in 2022, and two Wisconsin programs in 2023. In 2024, Ms. Rood completed an FTA Review for the Northern Mariana Islands. In 2010-2011, and again in 2014-2016, and in 2023-2025, Ms. Rood served as a team leader for several compliance reviews of rural transit systems in North Carolina. The purpose of these reviews was to ensure that subrecipients of Federal Transit Administration funds were following program guidance. In 2012, Ms. Rood served as Team Leader for 17 compliance reviews of North Carolina Departments of Social Services non-emergency Medicaid transportation (NEMT) programs. This compliance review effort continued in 2013 and 2014, with Ms. Rood serving as Team Leader for 19 NEMT program reviews throughout North Carolina. The purpose of these reviews was to help the programs come into compliance with several new program requirements. Ms. Rood is currently working on her third year of compliance reviews for 5310 and 5311 programs in New York State, with four reviews currently in process. In addition, she is a team member working on ADA compliance and complaint-response work for the FTA.



Elisabeth Rood, AICP
Principal Planner



Transportation Development Plans and Comprehensive Operational Analyses for Transit Programs

Ms. Rood has extensive experience in the preparation of TDPs and COAs for public transit programs. In Maryland, Ms. Rood has completed plans for Allegany County, the Town of Ocean City, Caroline, Kent, and Talbot Counties, Carroll County, and St. Mary's County (twice). In Virginia (2022), Ms. Rood completed TDPs for the BRITE Bus transit program for the Central Shenandoah Planning District Commission (CSPDC) in 2015 and again in 2022. In 2018, Ms. Rood completed a TDP and COA for Valley Metro in Roanoke, VA, as well as TDPs for the Harrisonburg Department of Public Transportation and Fredericksburg Regional Transit. In 2016, Ms. Rood completed a combined TDP and comprehensive operational analysis (COA) for the Williamsburg Area Transit Authority. Under a task order agreement, Ms. Rood served as the project manager for TDPs for several transit programs. In 2011 and again in 2020, Ms. Rood completed plans for Graham Transit (Bluefield, VA) and Mountain Empire Older Citizens (Big Stone Gap, VA). The focus of these rural planning projects was to plan for continued service for high-need populations with limited resources. Each of these plans included stakeholder and public input (including passenger surveys, community surveys, and community meetings), an analysis of transit services, a demographic and trend analysis, and a consideration of alternatives. Each plan resulted in detailed five-year operations, financial, and capital plans. In 2024, Ms. Rood completed a Transit Strategic Plan for Valley Metro in Roanoke. Ms. Rood recently completed a TDP for Carroll County, Maryland.

Feasibility Studies

In 2019, Ms. Rood completed the Shenandoah County Public Transit Feasibility Study. The information gathered for the study was used to apply for grant funding to implement a transit program, which was subsequently implemented and is providing over 1,500 trips per month. In 2017 Ms. Rood completed the I-81 / I-64 Inter-Regional Public Transportation Feasibility Study, which examined the feasibility of providing public transportation service to connect the Central Shenandoah Valley and Charlottesville, VA. This linkage would serve a number of markets, including commuters, college students, travelers connecting to Amtrak and Greyhound, and those visiting major medical providers in Charlottesville. After subsequent study, the "Afton Express" was implemented. In March 2016, Ms. Rood completed a transit feasibility study for Greensville County and City of Emporia in Southern Virginia. The focus of the planned service design was to provide local mobility for residents of Emporia and nearby Greensville County so they can access jobs, services, and shopping. The service was implemented. Also in Virginia, Ms. Rood completed a feasibility study for Lord Fairfax Community College (LFCC) in Middletown (2016). At the time, LFCC was the only community college in Virginia that was not served by public transportation. Ms. Rood has recently worked on transit feasibility studies in Danville, VA and in Page County, VA.



Daniel L. Dalton

Principal Planner



Years of Relevant Experience: 41

Education

B.S Behavioral and Social Sciences -
University of Maryland University
College, 1996

Employment History

- *Principal Planner*, KFH Group, 2025-Present
- *Senior Transportation Planner*, KFH Group, 2006-2025
- *Training and Technical Assistance Specialist*, Easter Seals Project ACTION/National Center on Senior Transportation, 2004-2006
- *Chief, Statewide Programs / Statewide Transportation Coordinator*, Maryland Department of Transportation Maryland Transit Administration, 2000-2004
- *Assistant Director*, Transit Services of Frederick County (MD), 1996-1999
- *Operations Manager*, Urban Rural Transportation Alliance, 1995-1996

Highlights

- Extensive experience working with multiple State DOTs and numerous local transit systems and human services transportation providers across the country.
- Served as Project Manager for statewide efforts in Maryland, Michigan, New Jersey, South Dakota, and Tennessee.
- Led the development of transit plans in multiple states.
- Conducted numerous compliance reviews of federal transit funding subrecipients.
- Led the development or updating of over 85 coordinated public transit-human services transportation plans across the country.

Dan Dalton is a Principal Planner with over thirty years of experience at the local, state, and national levels in the operations and administration of public transit and human services transportation, and an additional eleven years in the transportation industry. His background includes extensive work with state Departments of Transportation (DOTs) and local transit systems. Mr. Dalton's overall experience includes transit planning and analysis, coordinated transportation planning, statewide transit planning, training and technical assistance, transit program funding administration, operations management, and community outreach.

Relevant Experience

Statewide Planning and Project Management

Mr. Dalton has led multiple statewide projects across the country that have involved the assessment of mobility needs and identified opportunities for improved coordination of existing transportation resources, serving as Project Manager for the following state-level efforts:

The Maryland Department of Transportation's Five-Year Human Services Transportation Plan that detailed programs funding public transit and human service transportation.

- The Michigan Statewide Transit Study that recommended actions to improve services across the state.
- The Tennessee Department of Transportation HOPE project that resulted in a plan for a statewide job access program.
- For NJ TRANSIT, the New Mobility program identified opportunities to implement microtransit services and the organizational assessment of the department that administers federal and state transit funding programs.

For the Connecticut Department of Transportation Mr. Dalton was a key team member in a study of the transportation needs for people with intellectual and developmental disabilities. He also participated in the completion of the statewide Oklahoma Public Transit Policy Plan.



Daniel L. Dalton
Principal Planner



Transit Planning and Assessment

Mr. Dalton has served as Project Manager for a variety of recent transit studies and plans that involved assessment of current transit services, identification of options to improve services and connectivity, and recommendations for service improvements. His experience includes leading the following transit planning efforts:

- Transit development plans for six Maryland jurisdictions or regional systems.
- Transit development plans or transit service plans for six Michigan counties.
- Transit development plans for four Virginia jurisdictions or systems.
- Transit plans for systems in Idaho and South Dakota.

Program Administration, Development and Compliance

Mr. Dalton has extensive experience conducting reviews of transit systems and human service agencies to ensure compliance with federal and state transit funding requirements. He completed compliance reviews of over thirty subrecipients of federal funding in New Jersey through two rounds of oversight. In Virginia Mr. Dalton has completed compliance reviews of over twenty transit systems and human service agencies that receive federal funding. He also led compliance reviews of North Carolina agencies that receive federal Medicaid funding to operate non-emergency medical transportation.

Mr. Dalton also has extensive familiarity with transit funding programs. In addition to assisting in the update of State Management Plans for Maryland and Virginia he has developed applications and reporting forms for both states. While at the Maryland Department of Transportation Maryland Transit Administration he developed, administered, and evaluated the state's Job Access Program, working with state agencies, transit providers, and social service providers to combine different funding sources through the program and expand options for people with lower incomes.

Coordinated Public Transit – Human Services Transportation Planning

Mr. Dalton has led the development or updating of over 85 coordinated public transit-human services transportation plans across the country since enactment of legislation requiring these plans for accessing critical federal funding. He has led multiple statewide efforts in Maryland and Michigan, as well as a plan for South Dakota. Mr. Dalton has also served as Project Manager for regional plans in Arizona, Arkansas, Idaho, Texas, and Virginia, and is highly involved in the development of the current statewide coordinated transportation plan for North Dakota.



William Sutton, AICP

Senior Transportation Planner



Years of Relevant Experience: 16

Education

M.U.R.P., Urban and Regional Planning,
Virginia Tech, 2011

B.S. Geography – Urban and Regional
Planning, Texas State University, 2009

Employment History

- Senior Transportation Planner, KFH Group, 2018-Present
- Transportation Planner, KFH Group, 2011-2018
- Graduate Research Assistant, Virginia Tech, 2010-2011
- Planning Intern, Blacksburg Transit, 2010

Highlights

- 16+ years of public transit planning experience with rural, small urban, and statewide transit systems
- Experienced in FTA Section 5307, 5310, 5311(f), and 5339 program requirements, grant administration, and subrecipient oversight
- Lead auditor in compliance reviews for FTA Section 5307, 5310, and 5311 recipients; experience covers state management reviews, subrecipient oversight, procurement system reviews, and NEMT compliance reviews
- ADA/Title VI/EEO/DBE and drug and alcohol compliance experience
- Transit planning expertise spanning TDPs, COAs, ADA/paratransit plans, coordinated human service plans, intercity bus, microtransit, and service design
- Experienced in public outreach, technical analysis, training, and workshop facilitation
- Provided GIS mapping and analysis support for 150+ transit planning studies nationwide

Mr. Sutton is a Senior Transportation Planner with over 16 years of experience in transit planning, compliance, and technical assistance for state DOTs and transit providers. He combines hands-on planning experience with a strong background in FTA program requirements, grant administration, and subrecipient monitoring.

Relevant Experience

State DOT Support, FTA Funding Programs, and Grant Administration

Mr. Sutton has extensive experience supporting state departments of transportation in administering transit programs. He is thoroughly familiar with the requirements of the FTA Section 5307, 5310, 5311, 5311(f), and 5339 programs. His work has included assisting state DOTs with program monitoring, reviewing subrecipient grant applications and financial reports, and providing technical guidance on program eligibility, procurement requirements, and allowable uses of federal funds. He is experienced in supporting grant administration workflows including reviewing capital and operating assistance requests, monitoring project milestones, and assisting subrecipients with corrective action plans. Mr. Sutton has worked closely with state DOT staff in North Carolina, New Jersey, New York, Virginia, and Maryland on program oversight and compliance support tasks, and understands the reporting and administrative burdens faced by subrecipients working with limited staff capacity.

Compliance, Oversight and Subrecipient Monitoring

Mr. Sutton has served as a lead auditor for compliance reviews of FTA Section 5307, 5310, 5311, and 5311(f) subrecipients across multiple states, including New Jersey, New York, North Carolina, and Virginia. He is experienced in the full scope of compliance review areas including financial management, asset management, procurement systems, service provision, maintenance, ADA accessibility, Title VI, EEO, DBE, and drug and alcohol testing programs. Mr. Sutton has led state management



William Sutton, AICP
Senior Transportation Planner



reviews and procurement system reviews, evaluating the extent to which transit agencies have policies, procedures, and internal controls in place to meet federal requirements. He has also conducted state compliance reviews of Non-Emergency Medicaid Transportation (NEMT) programs in North Carolina for the North Carolina Division of Medical Assistance.

ADA, Title VI, EEO, DBE, and Drug and Alcohol Compliance

Mr. Sutton has a strong background in civil rights and safety compliance requirements for FTA-funded programs. He has reviewed ADA service provision requirements (including complementary paratransit eligibility, service standards, and bus stop accessibility), Title VI equity analyses, EEO program plans, and DBE program documentation as part of comprehensive compliance reviews. He has also reviewed drug and alcohol testing program documentation and policies as part of FTA compliance audits, assessing compliance with 49 CFR Part 655 requirements. Through his bus stop and pedestrian facility work, Mr. Sutton is well versed in the ADA Accessibility Guidelines (ADAAG) and Public Right-of-Way Accessibility Guidelines (PROWAG) and has overseen the ADA accessibility evaluation of over 14,000 transit stops. He also conducted a comprehensive passenger amenity and ADA accessibility inventory of all WMATA Metrorail stations in support of WMATA's Title VI Plan.

Transit Planning – TDPs, COAs, Paratransit, Microtransit, Intercity, and Coordinated Plans

Mr. Sutton has been involved in every step of the planning process for transit development plans (TDPs), comprehensive operational analyses (COAs), ADA/paratransit plans, coordinated public transit-human service transportation plans, intercity bus plans, microtransit feasibility studies, and service design projects throughout the country. His expertise lies in transit needs analysis and service development for rural and small urban areas. Project experience includes TDPs for transit agencies in Maryland, Minnesota, South Dakota, North Carolina, North Dakota, Texas and Virginia. He has contributed to statewide intercity bus plans in Arizona, Colorado, Minnesota, New Jersey, South Dakota, and Virginia. Mr. Sutton has led or supported the development of over 30 coordinated transportation plans, and has also completed microtransit feasibility studies for rural and suburban providers, including Wake County (NC), NJ TRANSIT (NJ), and Capital Area Rural Transportation System (TX).

GIS, Technical Analysis, and Data Systems

Mr. Sutton provides technical expertise across a wide range of planning tools and platforms. He has provided GIS mapping support for over 150 transit planning studies using ArcGIS, producing route maps, demographic analyses, service coverage analyses, and capital improvement maps. He is experienced in managing large-scale data collection and inventory projects, developing electronic data collection forms, and building models for estimating transit demand and service propensity.



Todd Hansen, AICP

Senior Transportation Planner



Years of Relevant Experience: 13

Education

M.U.P., Transportation Planning, Texas A&M University, 2013

B.B.A., Management, Texas A&M University, 2010

Employment History

- Senior Transportation Planner, KFH Group, 2024-Present
- Texas A&M Transportation Institute (TTI), Houston, TX
 - Research Scientist, 2024-2024
 - Associate Research Scientist, 2020-2024
 - Assistant Research Scientist, 2018-2020
 - Associate Transportation Researcher, 2016-2018
 - Assistant Transportation Researcher, 2013-2016
 - Graduate Assistant Researcher, 2012-2013, College Station, TX
- Transportation Intern, Brazos Valley Council of Governments, 2012, Bryan, TX

Professional Affiliations

- Transportation Research Board
 - Chair, Standing Committee on Mobility of Older Persons and Individuals with Disabilities (AQC13), 2025-Present
 - Co-chair and chair, Committee on Accessible Transportation and Mobility (AME50), 2022-2025
 - Member, Committee on Transportation Data (AP090), 2020-2025
- American Institute for Certified Planners (AICP): #279929, Registered 2016
- Urban Planning Professional Council (PLANPAC), Texas A&M University (2018-2025)

Mr. Hansen is a Senior Transportation Planner with over 13 years of transportation research experience focusing on best practices for public transportation agencies, innovative practices in on-demand transportation, accessibility to transportation for persons with disabilities, performance measurement and cost allocation, and analysis of transit agency operational and financial data. His background includes projects concerning transit planning and management, transit case study development and service analysis, fixed-route and demand-response service evaluation, and service scenarios development. He has led and contributed to projects on innovative transit service modes and models, customer education and awareness, bus stop accessibility, and ADA compliance.

Relevant Experience

Small Urban and Rural Transportation

Mr. Hansen has led or worked on transit program analysis projects with several small urban, rural or specialized transportation agencies, including Fort Bend County, Harris County Transit, Abilene CityLink, Lubbock Citibus, Amarillo City Transit, Golden Crescent Regional Planning Commission, TAPS, and others in Texas. Types of projects for these agencies include operational analysis and service design, transit technology planning, ADA complementary paratransit program review, training for data reporting, and service scenarios development. He is currently leading multiple coordination plan update projects in Texas under Section 5310 requirements. Several of these projects have included rider/community survey efforts and other public engagement activities.

Data Reporting and Cost Allocation

From 2017-2023, Mr. Hansen led the annual PTN-128 data review for state-funded urban and rural transit agencies in Texas; the data review looked at changes in performance measures from year to year to ensure data accuracy for input into the state funding formula. Mr. Hansen worked with staff from transit agencies all over the state to provide support and answer



Todd Hansen, AICP
Senior Transportation Planner



questions about reporting service and financial data into the PTN-128 data system for TxDOT. He also supported TxDOT in preparing rural reporting data for NTD and information for a state legislature-required report. He led the development of the Two-Variable Cost Allocation Calculator for National RTAP, which provides a tool for rural transit agencies and transportation programs to allocate costs across their programs and services.

Training and Workshops for Transit Tools

In his previous role at TTI, Mr. Hansen assisted in both the creation and delivery of the Making Dollars and Sense of Transit Finance and the Managing Operating Costs for Rural and Small Urban Transit Systems workshops for the TxDOT PTN. Mr. Hansen developed training manuals, demonstration videos, and workshops for small urban and rural transit districts in Texas to learn about fulfilling data reporting requirements to the state's PTN-128 web system. He also developed manuals and demonstration videos to support National RTAP's Two-Variable Cost Allocation Calculator, and conducted workshops with hands-on exercises of the Calculator tool at several conferences as well as Ohio DOT-hosted trainings.

ADA Paratransit Analysis and Compliance

Mr. Hansen has led several projects and key tasks focused on ADA complementary paratransit programs. Examples of such paratransit program review projects include work for the New Orleans Regional Planning Commission (which assessed the paratransit programs of New Orleans Regional Transit Authority and Jefferson Parish Transit), WeGo Public Transit in Nashville, TN, and New Jersey Transit; the latter project for New Jersey Transit is developing recommendations on a new brokerage structure for their statewide Access Link paratransit service. Mr. Hansen also recently led a project conducting a comprehensive review of the CitiAccess program at Citibus in Lubbock, TX, looking at current practices and identifying compliance issues to develop strategies for future service.

On-Demand Transportation Analysis

Mr. Hansen recently led TCRP Synthesis 183 on commingling in microtransit service; the state-of-the-practice research conducted a targeted survey with transit agencies identified as implementing commingling, then conducted case study research with selected survey respondent agencies to learn more in depth information about their integrated or consolidated service models. Mr. Hansen was also the principal investigator for TCRP Synthesis 165 on customer education and awareness of on-demand mobility. For CapMetro, Mr. Hansen developed an evaluation framework for microtransit service that helped the agency periodically assess their Pickup zones. Mr. Hansen assisted on project with Mountain Line in Flagstaff, AZ which assessed their use of a consolidated service model to service both trip types simultaneously and the outcomes for their ADA paratransit service performance and compliance.



David Schneider

Grants & Financial Compliance Lead



Years of Relevant Experience: 21

Education

M.S., Data Analytics, Catholic University of America, 2024

M.P.P., Public Policy, University of Maryland, 2003

B.A., Politics (High Honors), Oberlin College, 1996

Employment History

- **Founder & CEO**, Schneider Analytics LLC, 2024-Present
- **Actg. Deputy Assoc. Administrator**, FTA, 2022-2023
- **Division Chief, Grants Mgmt.**, FTA, 2013-2019
- **Senior Data Analyst**, FTA, 2008-2012

Highlights

- Served as FTA's technical lead for developing TrAMS, the agency's Transit Award Management System used by grant recipients nationwide.
- Administered and evaluated FTA formula grant programs, including:
 - o 5307 Urbanized Area Formula Program
 - o 5310 Enhanced Mobility for Seniors & Individuals with Disabilities
 - o 5311 Rural Area Formula Program
 - o 5339 Bus and Bus Facilities Program
 - o American Recovery and Reinvestment Act (ARRA) Program
 - o Massachusetts DOT (STV Consulting subcontract)
 - o FTA Tribal Transit Program (DMP Group subcontract)
 - o TEAM/TrAMS Grants

David Schneider brings more than 20 years of experience administering Federal Transit Administration (FTA) grant programs. He served as FTA's technical lead for developing TrAMS, the agency's grants management system, and later led FTA's Division of Grants Management, overseeing the full grant lifecycle and formula apportionment calculations allocating more than \$14 billion annually. He now provides FTA compliance training and consulting to state DOTs and grant recipients nationwide, including as a subcontracted FTA compliance consultant to the Massachusetts Department of Transportation.

Relevant Experience

Training and Technical Assistance

Mr. Schneider founded TrAMS Camp & Consulting which provides training and technical assistance to FTA grant recipients nationwide on implementing the federal transit program, including learning the Transit Award Management System and understanding grant management and FTA program requirements, civil rights, NTD reporting, and funding formulas. In the first eighteen months of operation, he and his training partners trained over 200 individuals representing 80 organizations

Full Grant Lifecycle Management

Mr. Schneider has direct, hands-on experience managing the full FTA grant lifecycle, from application preparation and submission through award monitoring, amendments, and closeout. As Division Chief of FTA's Division of Grants Management, he supervised the team responsible for processing grant actions across FTA's formula programs and served as FTA's technical lead for developing TrAMS, the IT platform that administers all transit grants today.



David Schneider

Grants & Financial Compliance Lead



Federal Systems: TrAMS and ECHO

Mr. Schneider brings a system-level understanding of the federal platforms having served as FTA's technical lead for developing TrAMS and working directly with IT contractors and grant recipients to define requirements and test functionality. He also coordinated enhancements to FTA's TEAM grants system, TrAMS' predecessor, to improve grant-making, fund management, and data collection, giving him deep familiarity with the federal systems used to track grants and process payments.

Sub-Recipient Reimbursement and Federal Drawdowns

Mr. Schneider has extensive experience overseeing the financial side of federal grant administration, including tracking and reporting on FTA's grant-management and funding-disbursement goals under the American Recovery and Reinvestment Act (ARRA) and leading a 20-person cross-functional workgroup to ensure the completeness, quality, and accuracy of federal financial reporting. He is well versed in the reimbursement and drawdown processes sub-recipients rely on to access federal transit funds, and has trained FTA grant recipients nationwide, through TrAMS Camp & Consulting, on meeting federal financial reporting and compliance requirements.

Financial Reporting and Program Budgeting

Mr. Schneider has prepared and overseen financial reporting and budget forecasting for federal transit programs throughout his career. As Division Chief, he oversaw FTA's formula apportionment calculations, allocating more than \$14 billion annually to states and urbanized areas, and provided policy recommendations and technical assistance to Congressional committees on formula changes and funding impacts. Earlier in his career, he administered and evaluated FTA programs providing \$389 million annually, building the program-level budgeting and forecasting experience this contract requires.



Beth Hamby

Senior Transportation Planner



Years of Relevant Experience: 37

Education

B.A. Behavioral & Social Sciences, 1986;
B.A. Arts & Humanities, 1987,
University of Maryland, College Park

Employment History

- *Sr. Transportation Planner, Sr. Associate*, KFH Group, 2026-present, 2008-2022, and 1998-2005
- *Sr. Program Manager—Accessibility Services*, Sound Transit, 2022-2026
- *Information Specialist*, Easter Seals Project ACTION, 2005-2008
- *Planner, Capital and Long Range Planning*, Pierce Transit, 1996-1997
- *Assistant Director, Transit Services of Frederick County*, 1994-1996
- *Research Associate*, Ecosometrics, 1988-1994
- *Driver, Bookkeeper, Shuttle-UM Transit*, 1985-1988

Highlights

- Extensive experience / subject matter expert on ADA requirements for transportation services and facilities
- Considerable experience in technical assistance and guidelines for state-level transit grant programs and local subrecipients
- Considerable experience conducting national research on transit practices for TRB studies
- Extensive experience developing coordinated human service transportation plans, transit development plans, and short range transit plans in ID, MD, NC, NM, TX, UT, VT, and WA
- Hands on urban and rural transit/paratransit operations and program management experience

Beth Hamby is a senior transportation planner with 37 years of relevant experience. She specializes in compliance requirements for FTA Section 5310 and 5311 programs and the Americans with Disabilities Act (ADA) as it applies to transit services and facilities, technical assistance for state transit grant programs, and public transit and human service transportation planning and assessment. She has worked for four transit agencies, rural/small urban and large urban, including program management.

Relevant Experience

Technical Assistance for State Transit Programs

Ms. Hamby has provided technical assistance for state-managed transit and specialized grant programs in Georgia, Idaho, Maryland, North Carolina, Ohio, Tennessee, and Virginia through numerous consulting projects. She created the Maryland *Locally Operated Transit System (LOTS) Program Manual* in 2001 and updated it in 2004, 2012, and 2017. This comprehensive resource addresses federal and state requirements with which local grantees must comply under FTA and state public transportation grant programs administered by the state. She prepared similar guidebooks for Maryland's and Ohio's Section 5310 programs and for many years edited Maryland's RTAP-funded newsletter. Ms. Hamby co-authored NCHRP Web-Only Document 203: *Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Transit Grants*.

Accessibility and ADA Compliance

Ms. Hamby's work has often focused on transit accessibility and compliance with the ADA, in terms of the physical environment, service design, service policies, and passenger information. At Sound Transit, Ms. Hamby focused on improving accessibility of bus and rail transit for passengers with disabilities, providing subject matter expertise on planned projects and service changes that would impact access to transit services, stations and vehicles (including light rail, commuter rail, and commuter bus modes), and resolving ADA-related complaints. At KFH Group, Ms. Hamby led the team that updated the National RTAP's ADA Toolkit in 2020. She helped develop ADA policy



Beth Hamby
Senior Transportation Planner



templates for use by rural and small urban public transit systems. She was assistant project manager for an inventory and assessment of curb ramps throughout Seattle. For the Washington Metropolitan Area Transit Authority (WMATA), she developed a detailed pedestrian pathways assessment checklist used by KFH Group staff to conduct pathway reviews across the region, drafted bus stop design standards for WMATA, and had a major role in developing Arlington County, Virginia's bus stop improvement program. At a former FTA-funded national technical assistance center, Ms. Hamby provided technical assistance on USDOT ADA requirements and developed new resources on accessibility topics. At Pierce Transit, she coordinated assessment and resolution of bus stop accessibility and safety issues and drafted a bus stop program manual. For Transit Services of Frederick County, she developed ADA policies and helped develop the County's ADA paratransit plan. She earned ADA coordinator certification (valid through 2028) through the Great Plains ADA Center. She also has national research experience through the Transit Cooperative Research Program (TCRP) and other national programs and associations, with publication credits including TCRP Synthesis 142: *Implementing the U.S. DOT Reasonable Modification Rule* and TCRP Report 163: *Strategy Guide to Enable and Promote the Use of Fixed-Route Transit by People with Disabilities*.

Public and Specialized Transportation Planning and Coordination

Ms. Hamby has extensive experience assessing specialized transportation needs and evaluating existing services for numerous projects to develop transit and coordinated human service and transit plans in Idaho, Maryland, New Mexico, North Carolina, Texas, Utah, Vermont, Virginia, and Washington. She compiled financial data, developed performance measures, and prepared vehicle replacement plans for dozens of rural and small urban transit systems. Ms. Hamby was Project Manager for the 2018 Skagit Coordinated Public Transit-Human Services Transportation Plan and 2021 Grays Harbor Transit Commuter Bus Study. She also supported statewide intercity bus studies in Texas and Washington, and was part of the research team for several national studies focused on rural and community transit, including TCRP Report 164: *Community Tools to Improve Transportation Options for Veterans, Military Service Members, and Their Families* and TCRP Report 136: *Guidebook for Measuring, Assessing, and Improving Performance of Rural Demand-Response Transportation*. She led the team comprehensively updated the National Rural Transit Assistance Program (RTAP) *Transit Manager's Toolkit* in 2019 with incremental updates in 2020.

Hands-On Transit Operations and Management

Ms. Hamby began her career in transit as a vehicle operator for Shuttle-UM while a student at the University of Maryland. She operated 30- and 40-foot transit coaches, vans, and small buses, and also served as bookkeeper. In the mid-1990s, Ms. Hamby served as assistant director for Transit Services of Frederick County, where she planned service changes, developed and trained staff in ADA-related policies and procedures, and developed marketing materials. For Pierce Transit, Ms. Hamby was a capital and long-range planner, serving as the agency's bus stop coordinator. She served as Sound Transit's Senior Program Manager of Accessibility Services for almost four years.



Richard Sampson

Senior Transportation Planner



Years of Relevant Experience: 22

Education

MPP. Master of Public Policy –
Transportation Concentration, George
Mason University, 2008

BA. Politics, The Catholic University of
America, 2003

Employment History

- *Senior Transportation Planner*, KFH Group, 2025 – Present
- *Executive Director*, South West Transit Association, 2019 – 2025
- *Membership Director*, Community Transportation Association of America, 2018-2019
- *Communications Director*, Community Transportation Association of America, 2016 – 2019
- *Communications Specialist*, Community Transportation Association of America, 2006 – 2016
- *Employment Transportation Specialist*, Community Transportation Association of America, 2003 – 2006

Highlights

- Served more than 1,000 transit agency members of all size, nationwide
- Facilitated rural & tribal technical assistance projects in planning, analysis, engagement & strategic development
- Guided legislative, policy & regulatory priorities at the federal, state & local level
- Created communications & outreach strategies for transit providers
- Supported coordinated transportation plans in multiple communities

Mr. Sampson is a Senior Transportation Planner with 22 years of experience in the public transit industry, working with transit providers of all sizes across the nation to improve mobility options for their communities. His work in planning and technical assistance includes project development, human services transportation coordination, community & stakeholder engagement, needs assessment and gap analysis, non-emergency medical transportation (NEMT), communications and marketing, asset management, federal policy and regulations, along with developing strategies to achieve greater federal and non-federal investment. He spent six years as the Executive Director of the South West Transit Association (SWTA)—serving more than 100 transit providers in eight states—and 17 years prior to that in various roles with the Community Transportation Association of America (CTAA), supporting rural, tribal, small urban and specialized mobility providers nationwide.

Relevant Experience

Expanding Federal & Non-Federal Investment

Mr. Sampson has attended dozens of meetings with members of Congress, state legislators and local officials stressing the need for reliable, sustainable and growing investment for public transportation in every community as part of his organizational leadership at SWTA along with various roles at CTAA. He has worked with communities exploring or maintaining fareless service to deliver more ridership, supported members of state transit associations in West Virginia, Arizona, New Mexico, and Louisiana in advocating for increased state funding, and engaged with communities such as Irondequoit, NY, Galveston and Corpus Christi, TX, and Stigler, OK in developing and implementing strategies to increase local match.

Service Assessment & Gap Analysis

Mr. Sampson knows the importance of reliable data and has a thorough understanding of demographics, travel demand and trip purpose in planning for new and expanded transit services. He has both led and participated in needs assessments and gap analysis activities associated with translating a pilot project to permanent service in Walterboro, SC for CTAA; chronicling



Richard Sampson
Senior Transportation Planner



unmet needs in Jonesboro, AR and connecting with regional service providers in Greeley, CO both during his tenure at SWTA; and developing new service options for the Bois Fort Band of Chippewa in MN during work with CTAA.

Project Development

Mr. Sampson emphasizes the need for a community-based approach for project and service development—from stakeholder engagement and vision setting to needs assessment.. With CTAA, has participated in service planning projects for passenger rail to Bristol, VA and TN, system redesign in Presque Isle, ME, and community transit improvements in Pequannock, NJ that included fiscal parameters, ridership modeling and alternatives analysis—all predicated on ongoing and intentional input from stakeholders and target customers.

Human Services Transportation Coordination

Mr. Sampson has been on the ground in both large and small communities for more than two decades—enhancing connectivity, multiple mobility providers, and the importance of getting the right people together to navigate limited resources, ongoing challenges and potential opportunities. With KFH Group, he is the current Assistant Project Manager for the Lower Rio Grande Valley's 5-Year Regional Coordination Plan Update, and is participating on the project teams for the Deep East Texas and South Plains Texas regional projects. At CTAA, he worked with the Saginaw Chippewa Tribe of Michigan to ensure the mobility of tribal members, while also improving integration with local public transit systems. He's participated in similar efforts with the Shoshone-Bannock Tribes in Fort Hall, ID, and small urban transit providers in Lawrenceburg, IN, and Alexandria, LA, among others during work with both CTAA and SWTA.

Community & Stakeholder Engagement

Mr. Sampson's experience in community and stakeholder engagement activities encompasses a range of scenarios—from identifying the right channels to ensure meaningful participation from all impacted populations, to delivering quality information to partners, funders and the public at every stage of the process. That experience includes CTAA projects cultivating new supporters for demand-response service in Alliance, NE, supporting the development of statewide mobility managers in Wisconsin, and collecting input for a new transit hub in Las Cruces, NM for SWTA member Roadrunner Transit.



Paula Clark

Senior Transportation Analyst



Years of Relevant Experience 32

Education

Bachelor of Arts, English, University of Missouri, Kansas City 1979

Employment History

- *Senior Transportation Analyst*, KFH Group, 2022-Present
- *Manager-Medicaid*, Texas Health and Human Services Commission (HHSC), 2014-2022
- *Medicaid Liaison*, Texas Department of Family and Protective Services, 2007-2013
- *Program Specialist-Medicaid*, Texas Department of Aging and Disability Services (DADS), 2006
- *Program Analyst-Medicaid*, Texas HHSC, 2002-2006
- *Program Specialist-Medicaid*, Texas Department of State Health Services, 1999-2002
- *Contract Manager*, Texas DADS, 1998-1999
- *Program Administrator*, Tx HHSC, 1995-1998
- *Public Transportation Program Manager*, Texas Department of Transportation (TxDOT), 1990-1994
- *Statistical Clerk III*, TxDOT, 1989-1990

Highlights

- Writer and researcher for National RTAP's Transit Manager's Toolkit/Tribal Transit Section
- Testifying at Federal and State Medicaid Fraud and Abuse Trials
- Work with advocates to ensure compliance with ADA
- Pilot projects to coordinate human services and public transit

Paula Clark is a Senior Transportation Analyst with 32 years of experience working with rural, tribal, and urban public transit, coordinating human service transportation, and Medicaid policy, including Medicaid non-emergency medical transportation (NEMT). Ms. Clark is currently managing projects with the National Rural Transportation Program (National RTAP). She also served as the Manager of Medicaid Policy for the Texas Health and Human Services Commission.

Relevant Experience

Urban and Rural Public Transit

Ms. Clark has two years of experience researching, updating, and authoring guidebooks and toolkits for rural and tribal transit agencies. As the project manager for projects with National RTAP, she has updated and expanded the Rural Transit Manager's Toolkit to include guidance for Tribal Transit. Updates to the Americans with Disabilities Act (ADA) Toolkit are in progress. Ms. Clark is also currently working with the Washington Department of Transportation (WSDOT) and National RTAP on a new Volunteer Driver Program Guidebook and Toolkit.

Ms. Clark has six years of experience working with various public transportation programs funded through the Texas Department of Transportation (TxDOT). Her recent work with Texas transit includes a Title VI Plan for the Coastal Bend Council of Governments, an NEMT analysis for Texoma Area Paratransit, a Texas Rural Microtransit Guidebook, and support for a review of Fort Bend Transit. She managed public transportation contracts (state and federal funds) with small urban programs (small cities) and assisted with Elderly and Disabled and rural public transportation programs. Ms. Clark worked closely with city and county officials, regional TxDOT staff, councils of government, area agencies on aging, local planning organizations, and Texas Health and Human Services agencies. Special projects included work on the State's Plan for Public Transportation and the development of a statewide needs assessment for small urban programs.



Paula Clark
Senior Transportation Analyst



Tribal Transit

Ms. Clark has two years of experience working with tribal transit providers. Most recently, she authored an expanded Tribal Transit section for inclusion in National RTAP's Transit Manager's Toolkit. This work included interviews with multiple stakeholders, federal and state agencies, and tribal transit systems. Her efforts resulted in a wide variety of case studies and examples of best practices with special emphasis on engaging with tribal governments and collaboration between tribal and non-tribal transit systems. Ms. Clark has also interviewed numerous public transportation providers for the purpose of writing case studies for TCRP reports. Ms. Clark provided support for public transportation study for Arizona's Hopi Tribe.

Coordinated Human Services and Public Transportation

While working at HHSC, Ms. Clark helped to develop a project designed to improve and coordinate transportation for persons with disabilities. She was responsible for all aspects of five local transportation coordination pilot projects in Texas. (Houston, Denton, Galveston, El Paso, and Elgin). The project also included work with local health districts and councils of government. She interpreted federal and state program policies for health and human service transportation services, including Medicaid funded programs. Ms. Clark made regular visits to evaluate progress, to provide on-site training and technical assistance, and to resolve technical problems related to specific methods of operation. She also evaluated performance levels and prepared administrative reports.



S. Bennett Powell

Senior Transportation Planner



Years of Relevant Experience: 17

Education

MSCR, Community and Regional Planning, University of Texas, 2009

B.S. Sociology – Environmental Studies, Western State College of Colorado, 2004

Employment History

- *Transportation Planner*, KFH Group, 2009–Present
- *Facilitation Planner*, Providence Children's Home and Community Center, Nairobi Kenya 2008–2009
- *Land Use Planner*, Code Studio, 2006–2008
- *Project Administrator*, Bennett, Wagner & Grody Architects, 2001–2002

Highlights

- Served as Project Manager for the Texarkana TDP, Del Rio "Directions for the Future" Transit Plan, New Braunfels Transit Study, and City and County of Cleburne Transit Plan in Texas.
 - o Led transit service evaluation, demographic and mobility needs analysis, alternatives development, and public outreach efforts.
 - o Developed an innovative outreach process that included public meetings, meetings on a bus, individual interviews focus group and a survey effort.
 - o Helped develop transit service improvement and regional mobility strategies.
- Contributed to transit planning efforts involving tribal communities and regional coordination initiatives, including projects with NACOG and the Hopi Tribe in Northern Arizona.
- Supported statewide and regional coordinated transportation planning efforts in Idaho, Michigan, Arizona, New Mexico, and Texas.

Mr. Powell is a Senior Transportation Planner with extensive experience in public transit service planning, operational analysis, coordinated transportation planning, mobility management, ADA compliance, demand estimation, and public engagement. He specializes in short-range transit planning, stakeholder and public involvement, transit service design, and transit coordination for rural, tribal, small urban, and regional transit systems. Mr. Powell has contributed to numerous transit development plans, operational assessments, ADA and paratransit evaluations, and facility planning efforts across the country and is recognized for his expertise in innovative public outreach and stakeholder engagement techniques.

Relevant Experience

Short-Range Planning

Mr. Powell has led and contributed to numerous short-range transit plans, transit development plans, and service evaluations for rural, tribal, small urban, and regional transit systems across the country. He specializes in demographic analysis, transit demand estimation, service evaluation, coordinated transportation planning, operational analysis, and development of implementable transit service strategies. His experience includes serving as Project Manager for the Texarkana TDP, Del Rio "Directions for the Future" Transit Plan, New Braunfels Transit Study, and City and County of Cleburne Transit Plan, while also supporting the CARTS TDP and the ongoing Amarillo Transit Plan and Sherman-Denison Transit Plan in Texas. His other transit planning efforts include Park City, Utah; South Padre Island, Texas; and the State of Idaho. In the State of Michigan, he contributed to transit plans for the State, Berrien County, and Charlevoix County, and led coordinated transportation planning efforts for several regions. Mr. Powell has experience in operational analysis, coordinated transportation planning, and transit service planning in Arizona, contributing to transit plans for the Hopi Tribe and NACOG.



S. Bennett Powell

Senior Transportation Planner



Public Outreach

Mr. Powell emphasizes substantive and meaningful stakeholder involvement in every planning effort and has shown that ability to think outside the traditional public meeting. He has developed many innovative approaches to public outreach including “Meeting on the Bus” and Transit Route Design Charrettes. Mr. Powell has given many successful presentations at conferences and universities on topics ranging from participatory processes, sustainability, urban design and transit. He is an expert in remote and virtual participation and outreach efforts which have become so important since the current global pandemic. He has used innovative public participation and facilitation processes all over the world. He has developed training modules for rural public participation and has facilitated a variety of public transit outreach efforts with significant success. He has also facilitated a variety of public transit outreach efforts with significant success in Arizona (NACOG), Santa Fe (New Mexico); Paris, Texarkana, Austin, and San Antonio (all in Texas), Michigan (Ann Arbor, Detroit and Lansing areas) and the State of Idaho.

Transit Service Design

Mr. Powell helped develop the curriculum for the only rural and small urban service design training in the country. He has assisted in the implementation of service design training modules and has helped countless transit agencies improve performance and cost effectiveness through better service design. Mr. Powell has trained community members, transit managers, and transportation planners on effective service typologies and designs to meet the specific conditions of their service areas, employing various modes including fixed route, demand response, ride-hailing/microtransit, bus rapid transit, and fixed schedule.

Coordination and Mobility Management

Mr. Powell’s expertise in coordination and mobility management is extensive. He has contributed to several statewide mobility management and coordination plans, regional coordination plans and local mobility management efforts, all looking at improving connectivity and mobility. He has contributed to state-wide coordination and mobility management efforts in Michigan, New Mexico, and Idaho and is currently leading the outreach efforts of several regional coordinated plans in Texas, including Concho Valley, DETCOG, Texoma, and South Plains regions. He has contributed to regional and local coordination and mobility management plans across Texas, Arizona, New Mexico, Utah and Washington State.



Ridhima Mehrotra

Senior Transportation Planner



Years of Relevant Experience: 13 Education

M.C.P., Urban Study and Planning,
University of Maryland, College Park,
2018

B.Arch., School of Planning &
Architecture, New Delhi, India, 2012

Employment History

- *KFH Group Inc, Rockville, MD, Jan 2019-present*
- *Research Analyst, Downtown Austin Alliance- Movability, Austin, TX, Nov-Dec 2018*
- *Intern, Montgomery County Planning Department, M-NCPPC, MD, 2017-2018*
- *Graduate Assistant, Technology Solutions Center, UMD College Park, MD, 2016-2017*
- *Senior Architect, Arch-I Platform, New Delhi, India, 2013-2015*

Highlights

- Currently serving as Project Manager for a TDP and have supported over a dozen TDPs and coordinated transportation plans, including leading key tasks and technical analyses
- Conduct transit service planning, needs assessments, performance evaluations, and development of service alternatives and implementation strategies
- Support comprehensive operations analyses, including cost-benefit analysis, workforce and operational impact assessments, and environmental evaluations
- Lead and support stakeholder engagement, including surveys, workshops, public outreach, and agency coordination
- Advanced skills in mapping, data analysis, and graphic design and 3-d sketches

Ms. Mehrotra is a Transportation Planner with over nine years of experience in planning and four years in urban design and architecture. Using her expertise in these fields, she highlights the critical connections between communities and transportation, with a commitment to enhancing mobility in a safe and accessible manner.

Relevant Experience

Transit Development Plans (TDPs)

Ms. Mehrotra has contributed to more than a dozen Transit Development Plans (TDPs) and transit planning studies across multiple states and agencies of all sizes. Her experience includes projects in Maryland (Queen Anne's, Washington, Cecil, Harford, Calvert, and St. Mary's Counties), Texas (CARTS, Aransas, Concho Valley, AACOG, ETCOG, HOTRTD, South Plains/SPARTAN, Texoma, T-Line, and New Braunfels), as well as projects in Arizona (Hopi Reservation) and New Mexico (NCRTD).

Ms. Mehrotra currently serves as Project Manager for the Queen Anne's County TDP. Most recently, she served as the Assistant Project Manager for Harford and Washington Counties TDP in Maryland. She has also supported multiple comprehensive operations analyses, including for the City of Abilene, TX, where she conducted cost-benefit analysis of proposed service strategies, workforce and operational impact assessments, and environmental impact evaluations. She has also contributed to operational analyses of fixed-route systems in Sherman-Denison, TX. Previously, she served as Assistant Project Manager for the Cleburne Transit Operational & Service Analysis Plan and the ETCOG Smith County Directions for the Future Plan, where she led development of implementation strategies.

Ms. Mehrotra's areas of expertise include needs assessments and data analyses, performance evaluations, service alternatives strategies, capital replacement plans, community and stakeholder outreach, and implementation plans and prepared final plans and studies consisting of numerous technical



Ridhima Mehrotra
Senior Transportation Planner



documents for these planning projects, that include, existing service assessment, socio-demographic analysis, land use profiling, analysis of origin-destination trip data, regional travel patterns (LEHD data), route profiles, and transit needs and gaps assessments, strategies, implementation.

Public Transportation Coordinated Plans

Currently, Ms. Mehrotra is serving as the Assistant Project Manager for the Concho Valley Five-Year Coordinated Human Services Transportation Plan in Texas. She has also supported the development of multiple Coordinated Public Transit–Human Services Transportation Plans in Texas, including DETCOG, South Plains, Texoma, Concho Valley, ETCOG, and HOTCOG regions (several ongoing), as well as the Maryland Department of Transportation’s Five-Year Human Services Transportation Plan (2019 and ongoing 2025 update).

Other Transit Studies (Demand Response/ADA/Paratransit/Microtransit/Intercity Bus)

Ms. Mehrotra has supported numerous ADA paratransit planning studies, including NJ Transit and WSTC, where she led the call center staffing simulations, ridership and fleet forecasting, service zone restructuring, and strategy development to improve coverage, efficiency, and accessibility. She also assisted with the CTDOT’s People with Intellectual and Developmental Disabilities (IDD) transportation needs study, focusing on enhancing service models and accessibility for this group across the state of Connecticut. She also supported the Title VI Fare Equity Analysis for NJ TRANSIT’s transition to an integrated electronic fare payment (eFare) system, including data analysis, methodology development, and GIS-based mapping, and also conducted the existing conditions analysis for the New Jersey Rural Intercity Bus study.

Ms. Mehrotra has supported multiple microtransit feasibility studies by analyzing service demand, assessing activity centers and transit need indices, and developing tailored service alternatives to improve mobility options in rural communities. Recent work examples include studies for CARTS, SWART, and the City of Abilene, as well as the development of the Rural Microtransit Guidebook for TxDOT.

Ms. Mehrotra is currently assisting with the Arizona Intercity Bus Study and recently completed the New Jersey Rural ICB study, where she worked on existing conditions and LEP Four-factor analysis for outreach planning. She also was involved in the statewide needs assessment plan for the Virginia Breeze Intercity Bus Service (DRPT).

Ms. Mehrotra also assisted with Title VI Fare Equity Analysis related to the NJ Transit agency’s transition to an integrated electronic fare payment (eFare) system, and Portland Streetcar’s potential removal of the cash payment machines from its streetcars.



Ridhima Mehrotra
Senior Transportation Planner



Public Outreach, Stakeholder Workshops, Survey Design and Presentation

Ms. Mehrotra has extensive experience designing, conducting, and analyzing outreach efforts for TDPs and coordinated plans. She has led rider satisfaction surveys, onboard counts, transit facility and agency office visits, ride-alongs, operator and staff surveys, community outreach activities and stakeholder engagement efforts, including for Washington County Transit and Queen Anne's County Transit. In New Jersey, she administered a statewide survey to identify potential transit providers for the NJ TRANSIT Access LINK Brokerage Study, coordinating with public, private, and human service transportation providers—including outreach to operators such as Sussex County Skylands Ride—to assess interest in participating in a brokerage model. She has also supported outreach efforts for specialized populations, including designing surveys for individuals with intellectual and developmental disabilities (IDD) and facilitating stakeholder workshops for the Connecticut DOT IDD study. Her outreach experience also includes preparing presentations, public materials, posters, and handouts for projects in Maryland, Texas, Arizona, and Virginia.

Pedestrian and Bus Stop Planning

Ms. Mehrotra prioritizes safe and connected walking infrastructure as the foundation of transportation. She assisted Prince William County to develop a first mile/last mile access plan for the upcoming Potomac/Neabsco Commuter Garage which will also double as a mobility hub with transit services and active transportation facilities. Additionally, she created 3D sketches and illustrations for various bus stop design concepts as part of the WMATA Bus ROW Safety and Design Plan. She established an ArcGIS platform for efficient field surveys, assessing ADA compliance for 1600+ bus stops by the Baltimore Metropolitan Council. Using ArcGIS Survey123, ArcGIS Collector, and ArcGIS Workforce data collection was streamlined, and an ArcGIS Dashboard was configured that showcased ADA compliance, recommendations, and costs.

Data Collection, GIS Mapping, Analysis, and Visualization

Ms. Mehrotra possesses strong data analysis and analytical skills as well as an extensive background in graphic design and cartography. She has experience working with a variety of large datasets and uses a range of quantitative and qualitative analysis tools and software, including ArcGIS Pro and Online. She has advanced knowledge of using Ms Excel and is adept at leveraging online data tools.



Sarah Lasky

Transportation Planner



Years of Relevant Experience: 8

Education

Masters, Political Management, The George Washington University, 2022

Masters, Sustainable Urban Planning, The George Washington University, 2019

B.A. – Environmental Studies and Sociology, Skidmore College, 2017

Employment History

- *Transportation Planner*, KFH Group, 2019–Present
- *Student Consultant*, Arlington County, Fall 2018
- *Student Consultant*, SW Bid, Fall 2018
- *Transportation Planning Intern*, DC Office of Planning, Summer 2018

Highlights

- Analyzed demographic needs and developed GIS maps for statewide intercity bus studies in Idaho, Nebraska, and Maryland
- Reviewed existing services, prepared demographic analysis, and analyzed survey data for multiple TDPs in many states
- Compiled extensive transit schedule and bus stop data for Baltimore Metropolitan Council
- Researched innovative paratransit options and analyzed survey data in Indianapolis
- Assisted in virtual Compliance Review meetings and compliance of Title VI Plans
- Compiled and analyzed rider and community surveys in Charlevoix, MI

Ms. Lasky is a Transportation Planner with a master's degree in Sustainable Urban Planning and experience in analyzing demographic data using Geographical Information Systems (GIS) technology, assessing transportation needs and reviewing existing services. Her background includes urban planning and political research.

Relevant Experience

Compliance, Triennial Reviews, and FTA Civil Rights Assistance

In 2023 and 2025, Ms. Lasky assisted in triennial compliance reviews for North Carolina Section 5310 and 5311 systems. In 2024, 2025, and 2026 Ms. Lasky lead 5310 and 5311 reviews in New York and Virginia and assisted on FTA triennial reviews in California. These reviews included overall compliance, as well as ADA, Title VI, EEO, DBE and drug and alcohol compliance. In 2021 and 2025, Ms. Lasky assisted DRPT in reviewing and updating Title VI and EEO plans for subrecipients in Virginia. Recently, Ms. Lasky assisted in the preparation of ADA complaint resolution responses on behalf of FTA's Office of Civil Rights.

Coordinated Human-Transit Service Plans

Ms. Lasky assisted with the development of a Statewide Coordinated Public Transit-Human Services Plan in South Dakota, as well as a series of similar plans in Michigan. For these plans, Ms. Lasky assisted with stakeholder outreach, assessment of transportation needs, and the review of existing providers and services. Ms. Lasky also assisted on the 2026 Maryland Coordinated Public Transit-Human Services Transportation Plans. As assistant project manager, she helped with the background coordinating for the regions, writing of the draft and final plans and stakeholder outreach and presentations.



Sarah Lasky
Transportation Planner



Transit Dependent Planning

As part of the Transportation Development Plan (TDP) for multiple TDP's, she assisted with the review of existing services, demographic analysis, conducting surveys, and analyzing survey data. She created demographic maps and assisted in writing the analysis. Ms. Lasky also assisted in creating and analyzing ridership surveys, as well as conducting public outreach. Ms. Lasky worked on multiple TDPs for in Maryland and Michigan. During the TDP for Clinton County, Michigan, Ms. Lasky analyzed and created potential zones for Microtransit options throughout the county, as well as conducted a "Meeting On the Bus" public outreach event.

Transit Planning

For a transit transfer study for the Baltimore Metropolitan Council, Ms. Lasky compiled extensive transit schedule and bus stop data used to analyze transit network connectivity. Ms. Lasky also researched innovative paratransit options and analyzed survey data for the Indianapolis, Indiana paratransit services. In addition, she compiled and analyzed both ridership and community survey data regarding Charlevoix County Transit services. Ms. Lasky also has experience in transit policy.

Intercity Bus Projects

At KFH Group, Ms. Lasky has had a major role in analyzing demographic needs and developing GIS maps, with census and LEHD data for statewide intercity bus studies for Idaho, Nebraska, and Maryland. Ms. Lasky has led or assisted with the development of route profiles, inventory of existing services, and performance measure analysis for intercity bus plans for studies including in Maryland, Nebraska and Idaho. She analyzed operating statistics and on/off counts throughout Maryland's subsidized routes. She also had a key role in the stakeholder surveys and outreach components of the study.

Software Skills

Ms. Lasky has skills and experience in using the following software applications:

- Geographical Information System (GIS) Planning
- Adobe Illustrator
- ArcMap
- ArcGIS Online
- Qgis
- Sketchup Pro
- Microsoft Office
- Stata



Chris Taylor

Policy Planner



Years of Relevant Experience: 9

Education

Glen Burnie High School, 1975

Employment History

- *Policy Planner*, KFH Group, 2016-Present
- *Licensed Insurance Professional*, Allstate Insurance Company, 1988-2016

Highlights

- MDOT MTA representative in planning the Transportation Association of Maryland (TAM) ROADEO
- Certified Community Transit Supervisor (CCTS)
- Certified Transit Program Administrator (CTPA)
- Certified Safety and Security Officer (CSSO)

Mr. Taylor is a Policy Planner for KFH Group and is currently assigned to the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA). In this position he is responsible for the day-to-day contacts with Locally Operated Transit Systems (LOTS) and other transportation entities. This includes grant tracking and auditing; compliance with federal and state regulations with grant administration; project management; conducting quarterly meetings with the LOTS; and working with various departments of MDOT MTA and the LOTS. The work at MDOT MTA and LOTS includes funding, and regulatory compliance, and other issues as needed; for example, preparing reports and assisting with project presentations as required and being the main contact for LOTS when dealing with MDOT MTA.

Mr. Taylor is currently responsible for four LOTS and one small transit service in the North Central Maryland area. He has extensive contact with Capital Planning regarding project timelines and cash flow. He also is a member of the teams that are responsible for Asset Management and the Safety Management System requirements for LOTS as directed by the Federal Transit Administration. These duties include helping LOTS maintain accurate inventory records and long-term planning for asset replacement, and annual reviews and updates of the LOTS Public Transit Agency Safety Plans.

Relevant Experience

Responsibility for LOTS

Mr. Taylor is responsible for four LOTS. This includes: grant tracking and auditing; invoice and quarterly report reviews; compliance with federal and state regulations for grant administration; assists with data collection; project management; conducting quarterly meetings with the LOTS; and working with various departments of MDOT MTA and the LOTS. The work at MDOT MTA and LOTS includes funding, and regulatory compliance, and other issues as needed—preparing reports, assisting with and reviewing LOTS Annual Transportation



Chris Taylor

Policy Planner



Planning requests, assisting with project presentations as required, and being the main contact for LOTS when dealing with MDOT MTA.

Mr. Taylor has extensive contact with Capital Planning regarding project timelines and cash flow. He is a member of the various teams that are responsible for Asset Management and Safety Management System requirements for LOTS as directed by the Federal Transit Administration. These duties include helping LOTS maintain accurate inventory records, long-term planning for asset replacement, and annual reviews and updates of the LOTS Public Transit Agency Safety Plans.

Mr. Taylor works with LOTS to review Requests for Proposal (RFPs) and bid submissions for approval to award contracts—this includes preparing information about the LOTS in the annual Consolidated Transportation tours conducted by MDOT MTA and officials at MDOT. He has participated as a judge in the Transportation Association of Maryland's (TAM) "Rodeo" as well as other TAM programs and conferences; and conducts post-delivery bus and van inspections for human services organizations.

Licensed Insurance Professional

As a licensed insurance agent for Allstate Insurance, Mr. Taylor gained experience in the following areas:

- Wrote and serviced client's insurance policies. This included policy reviews, completing endorsements, creating proposals, and handling accounting inquiries.
- Provided professional advice within company guidelines, rules and following state regulations.
- Completed daily remittance and deposits based on company guidelines.
- Documentation retention and agency records for state and local business requirements.
- Handled agency finances and banking needs including paying bills and account reconciliation.
- Prepared documentation for accountant in tax preparation.
- Knowledge of use of Quickbooks and Excel.
- Thorough knowledge of policy language for multiple lines of insurance.
- Long-term experience with insurance industry technologies.



Bruce Hojnacki

Policy Planner



Years of Relevant Experience: 14

Education

B.S. Business Administration, CUM LAUDE, Towson State University

Maryland Banking School, HONORS, University of Maryland

Employment History

- *Regional Planner*, KFH Group, 2012-Present
- *Program Manager*: Statewide Coordination and Technical Assistance Grant (SCATA)
- *Program Manager*: Intercity Bus
- *Business Development Officer and Branch Manager*, K Bank
- *Vice President of Administration and Security*, Madison Square Federal Savings Bank

Highlights

- MDOT MTA representative in planning the Transportation Association of Maryland (TAM) ROADEO
- Certified Community Transit Supervisor (CCTS)
- Certified Transit Program Administrator (CTPA)
- Certified Safety and Security Officer (CSSO)

Mr. Hojnacki is a Regional Planner for KFH Group and is currently assigned to the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA). In this position he is responsible for the day-to-day contacts with Locally Operated Transit Systems (LOTS) and other transportation entities. Mr. Hojnacki provides support for LOTS that includes reviewing and approving LOTS procurement bids, presenting information regarding the LOTS approved grants, providing updates on LOTS projects, and gathering information from local planners regarding issues that may arise during the CTP Tour (to notify MDOT personnel of any issues that may be aired so they are prepared to address them). He also is responsible for following up on questions asked at the CTP Pre-Tour and CTP Tour that require a written response.

Relevant Experience

Compliance with Drug and Alcohol, Title VI, and ADA

Mr. Hojnacki is responsible for reviewing documents for compliance with drug and alcohol testing, Title VI reporting, and American Disability Act (ADA) reporting on a quarterly basis.

Review of Procurement Bids

Mr. Hojnacki reviews and approves LOTS procurement bids through Request for Proposals (RFPs) and Invitation for Bids (IFBs) to assure compliance with Federal Transit Administration (FTA) procurement regulations, which include but are not limited to, the Disadvantaged Business Enterprise (DBE) requirements and inclusion of the proper Federal Certifications and Assurances for the bid.

Triennial Reviews

Mr. Hojnacki actively participates during the review process. He assists with the triennial review process for his LOTS by providing information about LOTS performance over the previous three years. This includes his ability to successfully complete projects and provide timely reporting to MDOT MTA, along with staying current regarding using and requesting payment on grants.



Bruce Hojnacki
Policy Planner



Support for LOTS

He helps LOTS to receive grant funding, and provides technical services to assist LOTS' understanding of all facets of the grant, including an audit spending of the grant to assure it is in compliance. Mr. Hojnacki presents information regarding the LOTS approved grants, provides updates on LOTS projects, and gathers information from local planners regarding issues that may arise during the CTP Tour. Mr. Hojnacki also assists with the LOTS Transit Development Plans (TDP) by supplying financial information and other data requested by fellow team members. In addition, he is currently responsible for the Southern Maryland LOTS, managing both the Maryland Statewide Coordination and Technical Assistance (SCATA) program, and the intercity bus program.

Transit Development Plans

Mr. Hojnacki assists with the LOTS Transit Development Plans (TDP) by supplying financial information and other data requested by fellow team members.

Report Writing

Mr. Hojnacki is responsible for preparing reports for the Maryland Association of Counties (MACo) annual conference. He also prepares reports for the Consolidated Transportation Program (CTP) Pre-Tour meeting, presents information regarding the LOTS approved grants, provides updates on LOTS projects, and gathers information from local planners regarding issues that may arise during the CTP Tour. If issues do arise, Mr. Hojnacki notifies MDOT personnel of any issues that may be aired so they are prepared to address them. He also is responsible for following up on questions asked at the CTP Pre-Tour and CTP Tour which require a written response.

Bank Business Development Officer, Branch Manager, Administration and Security

As a business development officer and bank branch manager, Mr. Hojnacki was responsible for maintaining and growing consumer and business customer relationships. His job included training, motivating, and supervising staff to achieve bank goals. He also performed branch audits at the bank and was responsible for the hiring and supervision of branch staff, developing work schedules to assure maximum coverage while minimizing payroll expenses, and representing the bank in community activities. In addition, Mr. Hojnacki has experience analyzing the needs of the bank and other institutions and working with a variety of departments to coordinate projects and activities to best serve the institution. He had responsibility for creating budgets, negotiating bank contracts with vendors, and the development, training, and testing of the Disaster Recovery Plan. His audit responsibilities included ensuring compliance with the Bank Secrecy Act, wire transfers, new account records, and OFAC monitoring. Beyond that, he has experience in developing and maintaining a comprehensive vendor management list. Mr. Hojnacki was responsible for relocating three branch offices and the administrative offices while working at the bank.



Bruce Hojnacki
Policy Planner



Skills Summary

Mr. Hojnacki has significant background and experience developing and implementing policies and procedures, hiring, project management, auditing, security, negotiations, and developing and maintaining professional relationships.



Kirby Wilhelm

Policy Planner



Years of Relevant Experience: 4

Education

B.A. Sociology, concentration in
Cultural Communication

Ithaca College – Class of 2018

Employment History

- *Regional Planner*, KFH Group, 2022-Present
- *Program Associate*, Community Transportation Assn. of America (CTAA), 2019-2022
- *Construction Services Associate*, Ithaca Neighborhood Housing Services (INHS), 2018-2019

Highlights

- Program management
- Meeting facilitation
- Policy and procedure implementation/review
- Culturally competent communication

Mr. Wilhelm is a Policy Planner for KFH Group and is currently assigned to the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA). In this position he is the day-to-day contact for the Central Maryland Region's Locally Operated Transit Systems (LOTS), in addition to other transportation and government entities. This work includes grant tracking and auditing, compliance oversight with federal and state regulations with grant administration, project management, and working with various departments at the MTA, state, and local levels regarding funding, regulatory compliance, and other issues. Other job functions include preparing reports and project presentations as required, as well as being the Central Maryland Region's LOT's main point of contact at MTA.

Mr. Wilhelm is currently responsible for five LOTS in Central Maryland and various entities related to these LOTS. He also serves as the program manager for the state's support for MTA's Rideshare – CMAQ program.

Relevant Experience

Small Urban and Rural Transportation Improvement and Implementation

Mr. Wilhelm's time at CTAA was centered around programmatic work on the National Center for Mobility Management (NCMM) and the Transit Planning 4 All Project (TP4A) national technical assistance centers, federally funded by the Federal Transit Administration and Administration for Community Living, respectively. He was responsible for providing mobility management technical assistance nationwide and served as NCMM's FTA Region VI Liaison. Additionally, Mr. Wilhelm was editor of NCMM's *Mobility Lines* blog and monthly newsletter, and also created website content and posted updates. He was liaison to multiple grantees of NCMM's Community Mobility Design Challenge (CMDC), which led to interactions with local non-profits, municipal staff, small businesses, and elected government officials to improve mobility in communities of all sizes. This was accomplished by leading team members through human-centered design processes – culminating in new human



Kirby Wilhelm
Policy Planner



services transportation projects. Through program support of the CMDC, he worked to kickstart fixed route and demand-responsive service in small urban, large urban, and rural communities in Kansas, Iowa, Virginia, and Washington state. His work with TP4A included building and designing a new website, creating inclusive transportation planning focused reports and infographics, as well as assisting communities in forming more inclusive planning transportation policies inclusive of older adults and people with disabilities, through intensive technical assistance.

Non-Profit Program Management

Mr. Wilhelm previously worked at Ithaca Neighborhood Housing Services (INHS) as the program manager for a small home repair program in rural upstate New York. His work was focused on health and safety, energy efficiency, and aging-in-place construction projects. He helped to modernize its policies and procedures, while securing new local funding for the program, most importantly the beginning of zero-cost repairs for clients. His time with INHS led to efficiencies like shorter repair wait times for lower-income older adult and disabled homeowners, an improved application process, and a rebranding of the program. Mr. Wilhelm additionally provided support to federal, local, and state-funded residential construction projects, ensuring compliance to relevant regulations and policies, while also conducting environmental reviews of construction sites.

Skills Summary

Mr. Wilhelm has background and experience in mobility management, 5310/11 service implementation, working with diverse groups, developing and implementing policies and procedures at local non-profits, meeting facilitation, and project and program management.



James McGuire

Transportation Planner I



Years of Relevant Experience: 12

Education

Bachelor of Arts in Urban Studies,
Cleveland State University, Cleveland,
OH, Certificate in GIS, December 2012

Employment History

- *Transportation Planner*, KFH Group, January 2023 - Present
- *Distribution Planner*, CHA Consulting, December 2019 – January 2023
- *GIS and Research Technician*, Cuyahoga Land Bank, April 2013 – May 2019

Highlights

- In-person field assessment of all 56 intercity bus stops in Ohio
- Analyzed and mapped demographic data and transit services for statewide coordinated plans in Michigan and South Dakota
- Reviewed previous plans and inventoried existing transportation services for statewide coordinated plans
- Composed community outreach chapter for Howard County TDP
- Analyzed extensive survey data for community outreach chapter of Howard TDP and the Ohio and South Dakota Intercity Bus Studies
- Participated in and documented public outreach efforts in Howard, Washington, and Charles Counties, and various cities in Nebraska

Software Skills

- ESRI ArcGIS Pro
- ESRI ArcGIS Online
- Remix
- Adobe Illustrator
- SQL
- Microsoft Office

Mr. McGuire is a talented transportation planner with over 12 years of experience with GIS in local government and consulting. After earning a bachelor's degree in urban studies with a certificate in GIS, he has developed countless maps and numerous reports for a wide variety of clients including local and state government entities, utility companies, transit agencies, for-profit and non-profit businesses, and charities. His most recent role as a transportation planner at KFH Group has immersed him in the transit planning world as he contributes to intercity bus studies, coordinated plans, and short-range transit plans through a combination of research, analysis, GIS maps, and field work.

Relevant Experience

Compliance Reviews

Mr. McGuire served as the assistant reviewer on FTA compliance reviews for transit systems in Ohio, Illinois, and Guam, supporting both on-site and behind-the-scenes review activities. He traveled on-site to assist the lead reviewer in conducting reviews and meeting with transit staff to discuss findings and corrective actions. His responsibilities also included reviewing agency documentation in accordance with the FTA Contractors Manual, including maintenance records, board meeting minutes, Transit Asset Management (TAM) plans, Public Transportation Agency Safety Plans (PTASP), and other compliance materials, as well as coordinating with agencies to obtain and clarify documentation. Mr. McGuire also has experience working in FTA's Transit Award Management System (TrAMS) in support of compliance review and grant-related activities.

Transit Development Plans

Mr. McGuire has worked on transit development plans (TDPs) for several transit providers including in Roanoke, VA; multiple Maryland counties; and Del Rio, TX, where he compiled demographic data, conducted public outreach, and analyzed survey feedback to inform service recommendations. His work included mapping demographic and transit data, leading survey distribution on-board and at public meetings, and drafting outreach and alternatives chapters.



James McGuire
Transportation Planner I



For the Roanoke, VA project, he gathered rider feedback to shape service expansions, while in Howard County, MD, he led survey efforts, analyzed results, and helped plan route alternatives. In Charles and Harford Counties, MD, and Del Rio, TX, he mapped demographics and transit services to support new routes and service expansions, and in Washington County, MD, he conducted survey outreach to improve transit options.

Public Outreach

Mr. McGuire has been involved in many public outreach events and efforts. He has undertaken several survey efforts that involve riding onboard buses to distribute surveys and interact with riders, as part of the TDP process. He has also distributed surveys at transit hubs and local community centers to engage both transit riders and members of the community. Mr. McGuire held public meetings to solicit feedback from local community members and stakeholders in various cities in Nebraska for an intercity bus project.

Coordinated Human Service-Transit Plans

For the coordinated transportation plans for the States of Maryland, Michigan, and South Dakota, Mr. McGuire compiled, analyzed, and mapped demographic data along with existing transportation services for various planning regions. These maps illustrate the distribution of populations most likely to rely on transit based on key demographic indicators. He also inventoried available public and private transportation providers and reviewed a wide range of planning documents, including transportation, bicycle and pedestrian, and comprehensive plans. In Maryland, Mr. McGuire also helped facilitate stakeholder meetings with transit agencies, nonprofit organizations, and human service providers to identify transportation needs, coordination opportunities, and potential service improvements.

Intercity Bus Studies

Mr. McGuire has contributed to intercity bus studies in Nebraska, Ohio, North and South Dakota, where his work included bus station and stop assessments, demographic analysis, GIS mapping, and route planning. In Ohio, he conducted detailed field assessments of all 56 intercity bus stops. His findings were documented in a technical memorandum, and he developed maps of the existing bus networks, illustrating network changes over recent years. He also developed a rating matrix to prioritize the most viable routes and alternatives based on feasibility. Mr. McGuire was instrumental in public outreach efforts in Nebraska, documenting internal and public meetings and assisting with in-person consultations. For South Dakota, Mr. McGuire analyzed the demographics of the state, which were used to inform the alternative routes that were developed for the plan.



James McGuire
Transportation Planner I



Bus Stop Inventory

Mr. McGuire was part of field teams that conducted comprehensive bus stop inventories and accessibility assessments in Arlington County, Virginia and the Midland–Odessa, Texas region. These efforts included collecting data on bus stop amenities, conditions, sidewalk connectivity, curb ramps, pedestrian access, stop placement, and sidewalk slope to support transit planning and ADA accessibility evaluations. He used Esri's Survey123 and Field Maps applications to efficiently collect, manage, and review field data in both dense urban and suburban environments.



Ben Dohan

Transit Planner I



Years of Relevant Experience: 2

Education

Master of Science, Geography and the Environment, Texas Tech University, May 2024

Bachelor of Arts, Geography, Middlebury College, February 2021

Employment History

- Graduate Teaching Assistant, Texas Tech Department of Geosciences, August 2022 – May 2024
- Media Associate, Wachsman, June 2021 - July 2022
- GIS Intern, Northern Forest Canoe Trail, Summer 2020

Highlights

- GIS Certificate from Texas Tech University
- Experience with network analysis.
- Experience with cartography
- Graduate thesis based in statistical analysis and policy analysis
- Technical Skills include ArcGIS Pro, ArcGIS Online, QGIS, Adobe Illustrator, RStudio, and Python

Mr. Dohan is a geographer with a experience across GIS, data science and public policy. At KFH Group, he has focused on data analysis and mapping for transit planning projects. Additionally, he is a part of KFH Group's Research and Development team, where he builds new GIS and mapping tools, as well as developing KFH's Intercity Bus and Microtransit toolkits.

Relevant Experience

Transit Development Plans

Mr. Dohan has worked on a variety of Transit Development Plans, in Maryland, Virginia, and Texas, as well as Comprehensive Operational Analyses in Tennessee. His focus has been mapping and assessing existing conditions on these transit routes, including using demographic data to evaluate needs and identifying patterns in both fixed-route and demand response ridership. This work includes developing maps and charts that show information varying from profiles of fixed routes to commuting patterns and vehicles in simultaneous operation.

He has also assessed ridership, financial performance, and demographic trends, and supported senior staff in redeveloping bus routes to enhance efficiency and ridership. He was involved in the outreach efforts for many of these plans, which included riding the buses and talking to riders, interviewing key stakeholders, and leading workshops for both stakeholders and the public.

ADA Paratransit

Mr. Dohan worked with WMATA on a project to determine how to make ADA paratransit trips in Montgomery County and Prince George's County more efficient. This included mapping the origins and destinations of trips, and evaluating the quantity and type of trips being taken in different jurisdictions. It also involved researching how different jurisdictions handle their ADA paratransit services. He has also been involved in TCRP's G19 study on same-day paratransit services.



Ben Dohan
Transit Planner I



Compliance

Mr. Dohan has assisted on 5310 and 5311 compliance reviews in both Virginia and North Carolina. He also helped update Title VI plans for 5310 and 5311 subrecipients in Virginia.

Coordinated Public Transit-Human Services Plans

Mr. Dohan has worked on several Coordinated Human Services – Public Transportation Plans across Maryland, North Dakota, and Texas. In addition to mapping and data analysis for these plans, Ben has also been integral to outreach, including getting feedback from Human Services providers and leading focus groups with stakeholders. He also assisted with developing strategies to improve coordination.

Intercity Bus

Mr. Dohan's extensive experience with intercity bus includes work in Arizona, North Dakota, New Jersey, and on the national scale. He has used GIS to evaluate demographic data, intercity bus demand, and to find high-need gaps in the intercity bus network. He has also assessed existing and potential routes to determine if they meet 5311(f) funding criteria. Additionally, he has designed surveys for bus riders and distributed those surveys onboard buses, as well as helping to interview stakeholders.

Mr. Dohan also provides his support on the TCRP B-52 report, which is investigating states' role in the intercity bus network. He evaluated the various demographic indicators of bus riders from across the country to build various profiles of intercity bus riders.



Luke Huddon

Proposals and Production Manager



Years of Relevant Experience: 6

Education

B.A. – Communications, American University, 2019

Employment History

- *Proposals and Production Manager*, KFH Group, 2025-Present
- *Marketing & Proposal Coordinator*, KFH Group, 2019-2025
- *Communications Fellow*, Internet Education Foundation, 2018-2019
- *Photography & Media Content Intern*, Rails-to-Trails Conservancy, 2017-2018

Highlights

- Redesigned the “Maryland Transit Update” newsletter
- Created and manages several project websites for clients
- Redesigned the KFH format template
- Established an online system for organizing important documents during the pandemic, previously done in print

Luke Huddon is the Proposals and Production Manager at KFH Group with over five years of experience in project production management and design. Mr. Huddon has a deep understanding of design principles, with proficiency in Adobe Creative Suite, including Photoshop, Illustrator, and InDesign. His expertise includes website development, publication design, and proposal management, where he consistently delivers accessible and visually engaging materials in a timely manner.

Relevant Experience

Website Design and Coordinated Plans

Mr. Huddon has developed and maintained project websites that support multi-regional coordinated plans, including those for Maryland, Michigan, South Dakota, North Dakota, and Tennessee. At KFH Group, he designed numerous project websites that feature subpages for more than 10 planning regions, where he has integrated past work, updated technical memoranda, and highlighted project milestones. Drawing on his expertise in HTML and various CMS software, Mr. Huddon has created user-friendly, visually engaging, and accessible websites that serve as both an information hub and a tool for stakeholder engagement. These platforms have streamlined meeting coordination and ensured transparency through real-time content updates. His strong eye for design has consistently delivered websites that showcase project objectives and enhance collaboration amongst different users.

Maryland Transit Update

Over the last five years, Mr. Huddon has spearheaded the design of the *Maryland Transit Update*, a semiannual publication for the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA) in partnership with the Transportation Association of Maryland (TAM). In 2021, he led a complete redesign of the newsletter, creating a modern, streamlined format that is optimized for online accessibility. Using Adobe InDesign, Luke transformed dense content into visually engaging layouts and graphics that improved readability



Luke Huddon

Proposals and Production Manager



and audience engagement. Through a structured review process of his design, Mr. Huddon works closely with an internal team and external partners to ensure the accuracy and quality of each submission. Each year, Mr. Huddon has elevated the publication by incorporating more articles from a wide range of authors across the state, adding graphics, and expanding its reach.

Production and Design

Mr. Huddon plays a critical role in both proposal development and production at KFH Group. He manages the end-to-end proposal process, including developing submissions, writing qualification sections, editing for clarity and consistency, and designing layouts, templates, and infographics. Mr. Huddon also oversees proposal schedules and deadlines, ensuring timely delivery by coordinating all components with the team and packaging final submissions. On the production side, he formats and finalizes reports, technical memoranda, and surveys, all while applying meticulous attention to grammar, clarity, and overall quality.

Shortly after joining KFH Group, Luke collaborated with an internal team to redesign the company's document standards, where he introduced fresh, modern templates for resumes, project profiles, and reports. He works closely with project managers and clients throughout the review process—conducting meetings, incorporating edits, and addressing feedback—to guarantee deliverables meet the highest standards. Mr. Huddon ensures every product is professional and delivered on time. His commitment to continuous improvement has strengthened KFH Group's visual identity and streamlined workflows across both proposal and production efforts. As the primary contact for document questions and needs, Mr. Huddon assigns tasks to assistants and support staff, maintaining clear communication throughout the process. This collaborative approach strengthens team efficiency and ensures a seamless production process from start to finish.

Software Skills

Luke has skills and experience in using the following software applications:

- Adobe Acrobat
- Adobe InDesign
- Adobe Photoshop
- Microsoft Excel
- Microsoft PowerPoint
- Microsoft Word
- WordPress
- HTML
- SurveyMonkey



Experience: 20

Education:
BA, Environmental
Studies, 2004

Certifications:
VDOT | NEPA
Certification
Program

Academy of Board
Certified
Environmental
Professionals,
Certified
Environmental
Professional

MAGGIE BERMAN, CEP

Maggie is skilled in transportation planning and environmental documentation, including the development and review of all levels of NEPA documentation and related planning documents, such as logical termini, independent utility, class of action, purpose and need, and feasibility reports. Her NEPA experience includes the preparation of PCEs, CEAs, EA/FONSIs, and EIS/RODs, as well as all supporting technical documentation for resource evaluations in socioeconomics, land use, right-of-way, environmental justice, Section 4(f) and 6(f), and indirect and cumulative effects. She also has experience leading extensive agency and stakeholder outreach and public involvement efforts for a variety of NEPA studies.

Maryland Transit Administration | On-Call Program Management Consultant (PMC) Services (Purple Line), Prince Georges County, MD: Maggie provided NEPA document review and support services.

Government of DC | K Street Multi-Modal Planning Study and Environmental Assessment, Washington, DC: Maggie served as the environmental planner responsible for assisting in the preparation of the EA for proposed high performance transit link through central DC. She completed the entire NEPA EA/FONSI process in less than six months to meet the aggressive ARRA grant schedule. Her responsibilities included conducting impacts analysis, preparing text, and coordinating public involvement efforts including response to comments on the EA. She assisted in the preparation of the FONSI for the project.

Maryland Transit Administration | On-Call Program Management Consultant (PMC) Services (Purple Line), Task: Corridor Cities Transit, Tasks 25 & 36, Montgomery County, MD: Maggie was author of the Socioeconomic Technical Report (SETR) and author/editor of the Environmental Assessment (EA). The project included assessment of a no build alternative and proposed build alternative for a new Bus Rapid Transit corridor in a highly constrained area of Montgomery County, MD. Maggie assessed land use and demographics, evaluated the potential impact to environmental justice populations, and conducted related public outreach.

WVDOH | WV 9 School House Drive Intersection, Berkeley, WV: Maggie served as the consultant team manager for the NEPA effort, overseeing the robust natural and cultural resources efforts and development of the CE. Maggie worked closely with both the preliminary design team and the WVDOH staff to ensure the expectations of the client and the FHWA were met to reach the end goal: a permitable project. Maggie oversaw the Section 106 investigation and coordination with SHPO for the project which included 13 historic resources within the study area and an extensive coverage area for the archaeological investigation. As the project moves into final design, Maggie will be responsible for coordinating with the engineering team and WVDOH to ensure commitments of the CE are met.

WVDOH | Inwood Bypass, Inwood, Berkeley, WV: Maggie served as the project planner responsible for preparation of an EA and subsequent Reevaluation for a new bypass to improve congestion within Inwood, West Virginia. As the primary document author, Maggie oversaw the individual resource assessments and preparation of technical reports and memos for the following disciplines: cultural resources (historic structures and archaeology), socioeconomics, including environmental justice, natural resources (wetlands, floodplains, and topography), and noise and hazardous materials. Maggie supported WVDOH providing materials for coordination with SHPO. She also served as the coordinator for public involvement and oversaw the production of notification mailings, project displays, handouts, and mapping for two public meetings.



Experience: 15

Education:
MS, Masters of City
Planning (MCP),
2010

BS, Geography, 2007

BA, Philosophy,
2007

Certifications:
VDOT | NEPA
Certification
Program

American Institute
of Certified Planners

SARI ROTHROCK, AICP

Sari possesses extensive experience in the planning of civil infrastructure projects. She is an alumna of the Massachusetts Institute of Technology's Department of Urban Studies and Planning, with a focus on community and environmental planning as well as public outreach. Her professional skill set encompasses meeting facilitation, NEPA compliance, and Environmental Justice analysis. Her expertise includes NEPA compliance, stakeholder engagement, climate adaptation, and watershed planning. Furthermore, she is adept in meeting facilitation, local ordinance review, and the implementation of green infrastructure solutions. Prior to her role at RK&K, Sari worked as a watershed planner for the Partnership for the Delaware Estuary, where she established collaborative relationships with resource agencies, municipalities, and non-governmental organizations.

Fairfax County | Route 1 (Richmond Highway) BRT System, Fairfax County, VA:

Sari served as environmental planner for the Richmond Highway Bus Rapid Transit (BRT) project to review the environmental consequences of creating a BRT system along Richmond Highway from the Huntington Metro Station to Fort Belvoir in Fairfax County, VA. Sari's duties included facilitating environmental working group meetings with client, coordinating with NEPA team disciplines in support of completing technical reports, summarizing key findings from technical reports in service of the environmental document, and providing support to the larger project team. Sari was also responsible for supervising and contributing to Section 106 coordination, including facilitating coordination between FCDOT, FTA, VDHR, and consulting parties. Following FTA approval of the CE, Sari has continued to support the team with reevaluations, by tracking environmental commitments, and by facilitating monthly meetings.

Maryland Transit Administration | Transit Corridor Planning and Project Development (AE-21-005-B), Task: Red Line Supplement Environmental Impact Statement, Baltimore, MD:

As the NEPA document manager for the Red Line SEIS, Sari helps to manage a team of professionals from diverse disciplines by scheduling routine and ad hoc meetings, tracking progress, and providing clear communication about project updates and their bearing on technical studies. She reviews methodologies and technical analyses, provides guidance and recommendations to team members, and relays questions and issues to project leadership. Sari participates in and reports out at MDTA team meetings, FTA coordination meetings, and legal team meetings.

Maryland State Highway Admin. | On-Call Design, Construction & Program Support Services, Statewide (BCS 2015-05), Task: Pre-NEPA Engineering and Environmental Support for I-270 Express Lanes North Transit Alternatives, Montgomery and Frederick Counties, MD:

Sari was the environmental planner for the I-270 Pre-NEPA activities, initiated to prepare for the I-270 NEPA study, to evaluate potential transportation improvements for congestion relief along I-270 in Montgomery and Frederick Counties. Sari helped coordinate the environmental team by supporting technical report reviews, representing the team at project management and agency meetings, and working with the property access team to ensure field crew had permission to conduct investigations on corridor parcels. Additional team roles included support for the public involvement team lead (producing and reviewing outreach materials and attending public workshops) and helping to author the Environmental Justice Pre-NEPA report (describing methodology, analyzing data, and summarizing findings). Sari also supported contracting and task updates including tracking subtask budget.



Experience: 15

Education:

MS, Masters of
City Planning
(MCP), 2010

BS, Geography,
2007

BA, Philosophy,
2007

Certifications:

VDOT | NEPA
Certification
Program

American
Institute of
Certified
Planners

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Appendix A

Required Forms

REQUEST FOR PROPOSAL

Transit Program Administration

Attachment E:

Bid Form #1

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),

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

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted for or otherwise criminally or civilly charged by a governmental 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 participant (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify to any of the statements in this certification, the participant shall attach an explanation to this certification.)

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

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



Digitally signed by Chirag Patel
Date: 2026.07.25 10:27:42 -04'00'

President

Signature and Title of Authorized Official

REQUEST FOR PROPOSAL

Transit Program Administration

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 subawards 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, KFH Group, Incorporated, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. § 3801, et seq., apply to this certification and disclosure, if any.

7/25/26



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Date: 2026.07.25 10:55:32
+04'00'

Date

Authorized Signature

President
Title

REQUEST FOR PROPOSAL

Transit Program Administration

BID FORM #3

REQUIRED BID FOR TO BE SUBMITTED WITH BID

VENDOR'S CERTIFICATION OF

UNDERSTANDING AND ACCEPTANCE

The Vendor 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.

7/25/26

Date



Digitally signed by Chirag Patel
Date: 2026.07.25 10:54:57 -04'00'

Authorized Signature

President

Title

KFH Group, Incorporated
Company Name

SPECIFICATION COMPLIANCE

NOTE: Please check if what is offered is in exact compliance with specifications. **Any discrepancies must be listed as an attachment to the bid proposal. Exact dimensions and/or descriptions must be provided as a part of the Vendor's bid proposal when submitted.**

X

Bid proposal submitted meets and/or exceeds all specification requirements.

Bid proposal submitted contains deviations from specification requirements. Detailed descriptions of these deviations have been provided with this bid proposal.

REQUEST FOR PROPOSAL

Transit Program Administration
BID FORM #4

DISADVANTAGED BUSINESS ENTERPRISE

VENDORS/ MANUFACTURERS CERTIFICATION

REQUIRED BID FOR TO BE SUBMITTED WITH BID

(Check appropriate statement)

_____ The Vendor, if a transit vehicle manufacturer, hereby certifies that it has complied with the requirements of 49 CFR Section 26.49 by submitting an annual DBE goal to the Federal Transit Administration (FTA). The goal has either been approved or not disapproved by FTA.

☒ The Vendor, if a non-manufacturing supplier, hereby certifies that the manufacturer of the transit vehicle to be supplied has complied with the above-referenced requirement of 49 CFR Section 26.49.

7/25/26

Date



Digitally signed by Chirag Patel
Date: 2026.07.25 10:53:52 -04'00'

Authorized Signature

President

Title

KFH Group, Inc.
Company Name

REQUEST FOR PROPOSAL

Transit Program Administration

30. Bus Testing

The CONTRACTOR [Manufacturer] agrees to comply with 49 U.S.C. §5318(e) and FTA's implementing regulation at 49 C.F.R. Part 665 and shall perform the following.

- a. A manufacturer of a new bus model or a bus produced with a major change in components or configuration shall provide a copy of the final test report with the bid or proposal.
- b. If the manufacturer represents that the vehicle was previously tested, the vehicle being sold should have the identical configuration and major components as the vehicle in the test report, which must be provided to the recipient prior to the recipient's final acceptance of the first vehicle. If the configuration or components are not identical, the manufacturer shall provide a description of the change and the manufacturer's basis for concluding that it is not a major change requiring additional testing.
- c. Buses tested on or after October 31, 2016, must receive a pass/fail test and a passing score.

31. Pre-Award and Post-Delivery Audit Requirements

The CONTRACTOR agrees to comply with 49 U.S.C. § 5323(m) and FTA's implementing regulation at 49 C.F.R. Part 663 and to submit the following certifications:

- a. Buy America Requirements (>\$150,000): The CONTRACTOR shall complete and submit a declaration certifying either compliance or noncompliance with Buy America. If the Bidder/Offeror certifies compliance with Buy America, it shall submit documentation which lists 1) component and subcomponent parts of the rolling stock to be purchased identified by manufacturer of the parts, their country of origin and costs; and 2) the location of the final assembly point for the rolling stock, including a description of the activities that will take place at the final assembly point and the cost of final assembly.
- b. Solicitation Specification Requirements: The CONTRACTOR shall submit evidence that it will be capable of meeting the bid specifications.
- c. Federal Motor Vehicle Safety Standards (FMVSS): The CONTRACTOR shall submit 1) manufacturer's FMVSS self-certification sticker information that the vehicle complies with relevant FMVSS or 2) manufacturer's certified statement that the contracted buses will not be subject to FMVSS regulations.



Digitally signed by
Chirag Patel
Date: 2026.07.25
10:54:24 -04'00'

Signature and Title of Authorized Official

REQUEST FOR PROPOSAL

Transit Program Administration

- 6.8. **Availability of Information:** Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

KFH Group Inc.

(Company)

Chirag Patel, President

(Representative Name, Title)



Digitally signed by Chirag Patel
Date: 2026.07.28 10:06:19 -04'00'

301-951-8660 / 301-798-7055

(Contact Phone/Fax Number)

7/25/26

(Date)



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

State of West Virginia
Centralized Request for Proposals
Service - Prof

Proc Folder: 1934478			Reason for Modification: ADDENDUM NO_1 Bid Opening moves to 06/25/2026
Doc Description: Administration of Public Transit			
Proc Type: Central Master Agreement			
Date Issued	Solicitation Closes	Solicitation No	Version
2026-05-19	2026-06-25 13:30	CRFP 0810 DMT2600000003	2

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000050667
Vendor Name : KFH Group, Incorporated
Address :
Street : 9200 Corporate Blvd, Suite 330
City : Rockville
State : MD **Country :** USA **Zip :** 20850
Principal Contact : Chirag Patel
Vendor Contact Phone: 734-678-2323 **Extension:**

FOR INFORMATION CONTACT THE BUYER

John W Estep
304-558-2566
john.w.estep@wv.gov

KFH Group, Incorporated

**Vendor
Signature X**

Digitally signed by Chirag Patel
Date: 2026.07.27 11:40:07 -04'00'

FEIN# 52-1924464

DATE 7/27/26

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION**ADDENDUM NO_1**

Addendum No_1 issued to publish and distribute the attached information to the Vendor Community

THE STATE OF WEST VIRGINIA PURCHASING DIVISION FOR THE AGENCY, WEST VIRGINIA PUBLIC TRANSIT DIVISION, IS SOLICITING PROPOSALS FOR ADMINISTRATION OF PUBLIC TRANSIT, PER THE ATTACHED DOCUMENTS.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO JOHN.W.ESTEP@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE CONTAINED IN THE INSTRUCTIONS TO VENDORS SUBMITTING BIDS

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

INVOICE TO		SHIP TO	
PUBLIC TRANSIT DIVISION OF BLDG 5 RM 663 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US		PUBLIC TRANSIT DIVISION OF BLDG 5 RM 663 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US	

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	Public Transit Administration				

Comm Code	Manufacturer	Specification	Model #
94131504			

Extended Description:
Public Transit Administration

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Tech Questions due by 2:00pm	2026-05-01

SOLICITATION NUMBER: CRFP DMT2600000003

Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as CRFP DMT2600000003 Solicitation" to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☒ [X] Modify bid opening date and time
- ☐ [] Modify specifications of product or service being sought
- ☐ [] Attachment of vendor questions and responses
- ☐ [] Attachment of pre-bid sign-in sheet
- ☐ [] Correction of error
- ☐ [] Other

Additional Documentation:

Bid Opening Moves to 06/25/2026 @ 1:30 PM

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMT2600000003

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge the addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

☒ Addendum No. 1	☐ Addendum No. 6
☐ Addendum No. 2	☐ Addendum No. 7
☐ Addendum No. 3	☐ Addendum No. 8
☐ Addendum No. 4	☐ Addendum No. 9
☐ Addendum No. 5	☐ Addendum No. 10

I understand that failure to confirm the receipt of the addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

KFH Group, Incorporated

Company

Digitally signed by Chirag Patel
Date: 2026.07.27 11:39:54
-04'00'

Authorized Signature

7/27/26

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.



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

State of West Virginia
Centralized Request for Proposals
Service - Prof

Proc Folder: 1934478

Doc Description: Administration of Public Transit

Reason for Modification:

Addendum No_2
Bid Opening Moves to 07/15/2026

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2026-06-10	2026-07-15 13:30	CRFP 0810 DMT2600000003	3

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000050667

Vendor Name :KFH Group, Incorporated

Address :

Street : 9200 Corporate Blvd, Suite 330

City : Rockville

State : MD

Country : USA

Zip : 20850

Principal Contact : Chirag Patel

Vendor Contact Phone: 734-678-2323

Extension:

FOR INFORMATION CONTACT THE BUYER

John W Estep
304-558-2566
john.w.estep@wv.gov

KFH Group, Incorporated

Vendor
Signature X

Digitally signed by Chirag Patel
Date: 2026.07.27 11:38:22
-04'00'

FEIN# 52-1924464

DATE 7/27/26

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION**ADDENDUM NO_2**

Addendum No_2 issued to publish and distribute the attached information to the Vendor Community

THE STATE OF WEST VIRGINIA PURCHASING DIVISION FOR THE AGENCY, WEST VIRGINIA PUBLIC TRANSIT DIVISION, IS SOLICITING PROPOSALS FOR ADMINISTRATION OF PUBLIC TRANSIT, PER THE ATTACHED DOCUMENTS.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO JOHN.W.ESTEP@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE CONTAINED IN THE INSTRUCTIONS TO VENDORS SUBMITTING BIDS

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

INVOICE TO		SHIP TO	
PUBLIC TRANSIT DIVISION OF BLDG 5 RM 663 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US		PUBLIC TRANSIT DIVISION OF BLDG 5 RM 663 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US	

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	Public Transit Administration				

Comm Code	Manufacturer	Specification	Model #
94131504			

Extended Description:

Public Transit Administration

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Tech Questions due by 2:00pm	2026-05-01

SOLICITATION NUMBER: CRFP DMT2600000003

Addendum Number: 2

The purpose of this addendum is to modify the solicitation identified as CRFP DMT26000000003 Solicitation" to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☒ [X] Modify bid opening date and time
- ☐ [] Modify specifications of product or service being sought
- ☐ [] Attachment of vendor questions and responses
- ☐ [] Attachment of pre-bid sign-in sheet
- ☐ [] Correction of error
- ☐ [] Other

Additional Documentation:

Bid Opening Moves to 07/15/2026 @ 1:30pm

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMT2600000003

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge the addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

☐ Addendum No. 1	☐ Addendum No. 6
☒ Addendum No. 2	☐ Addendum No. 7
☐ Addendum No. 3	☐ Addendum No. 8
☐ Addendum No. 4	☐ Addendum No. 9
☐ Addendum No. 5	☐ Addendum No. 10

I understand that failure to confirm the receipt of the addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

KFH Group, Incorporated

Company



Digitally signed by Chirag Patel

Date: 2026.07.27 11:38:08

-04'00'

Authorized Signature

7/27/26

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.



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

State of West Virginia
Centralized Request for Proposals
Service - Prof

Proc Folder: 1934478			Reason for Modification: ADDENDUM NO_3 Bid Opening Moves to 07/30/2026
Doc Description: Administration of Public Transit			
Proc Type: Central Master Agreement			
Date Issued	Solicitation Closes	Solicitation No	Version
2026-07-07	2026-07-30 13:30	CRFP 0810 DMT2600000003	4

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000050667
Vendor Name : KFH Group, Incorporated
Address :
Street : 9200 Corporate Blvd, Suite 330
City : Rockville
State : MD **Country :** USA **Zip :** 20850
Principal Contact : Chirag Patel
Vendor Contact Phone: 734-678-2323 **Extension:**

FOR INFORMATION CONTACT THE BUYER

John W Estep
304-558-2566
john.w.estep@wv.gov

KFH Group, Incorporated

Vendor
Signature X

Digitally signed by Chirag Patel
Date: 2026.07.27 11:39:02 -04'00'

FEIN# 52-1924464

DATE 7/27/26

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION**ADDENDUM NO_3**

Addendum No_3 issued to publish and distribute the attached information to the Vendor Community

THE STATE OF WEST VIRGINIA PURCHASING DIVISION FOR THE AGENCY, WEST VIRGINIA PUBLIC TRANSIT DIVISION, IS SOLICITING PROPOSALS FOR ADMINISTRATION OF PUBLIC TRANSIT, PER THE ATTACHED DOCUMENTS.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO JOHN.W.ESTEP@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE CONTAINED IN THE INSTRUCTIONS TO VENDORS SUBMITTING BIDS

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

INVOICE TO		SHIP TO	
PUBLIC TRANSIT DIVISION OF BLDG 5 RM 663 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US		PUBLIC TRANSIT DIVISION OF BLDG 5 RM 663 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US	

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	Public Transit Administration				

Comm Code	Manufacturer	Specification	Model #
94131504			

Extended Description:
Public Transit Administration

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Tech Questions due by 2:00pm	2026-05-01

SOLICITATION NUMBER: CRFP DMT2600000003

Addendum Number: 3

The purpose of this addendum is to modify the solicitation identified as CRFP DMT2600000003 Solicitation" to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☒ [X] Modify bid opening date and time
- ☐ [] Modify specifications of product or service being sought
- ☐ [] Attachment of vendor questions and responses
- ☐ [] Attachment of pre-bid sign-in sheet
- ☐ [] Correction of error
- ☐ [] Other

Additional Documentation:

Bid Opening Moves to: 07/30/2026 @ 1:30pm

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMT2600000003

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge the addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| ☐ Addendum No. 1 | ☐ Addendum No. 6 |
| ☐ Addendum No. 2 | ☐ Addendum No. 7 |
| ☒ Addendum No. 3 | ☐ Addendum No. 8 |
| ☐ Addendum No. 4 | ☐ Addendum No. 9 |
| ☐ Addendum No. 5 | ☐ Addendum No. 10 |

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KFH Group, Incorporated

Company



Digitally signed by Chirag Patel
Date: 2026.07.27 11:38:42 -04'00'

Authorized Signature

7/27/26

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.



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

State of West Virginia
Centralized Request for Proposals
Service - Prof

Proc Folder: 1934478

Doc Description: Administration of Public Transit

Reason for Modification:

ADDENDUM NO_4
Vendor Questions and
Responses
Add Revised Pricing Page
Add Revised Specifications

Proc Type: Central Master Agreement

Date Issued

Solicitation Closes

Solicitation No

Version

2026-07-09

2026-07-30 13:30

CRFP 0810 DMT2600000003

5

BID RECEIVING LOCATION

BID CLERK

DEPARTMENT OF ADMINISTRATION

PURCHASING DIVISION

2019 WASHINGTON ST E

CHARLESTON WV 25305

US

VENDOR

Vendor Customer Code: VS0000050667

Vendor Name : KFH Group, Incorporated

Address :

Street : 9200 Corporate Blvd, Suite 330

City : Rockville

Country : USA

Zip : 20850

State : MD

Principal Contact : Chirag Patel

Vendor Contact Phone: 734-678-2323

Extension:

FOR INFORMATION CONTACT THE BUYER

John W Estep

304-558-2566

john.w.estep@wv.gov

KFH Group, Incorporated

Vendor
Signature X

Digitally signed by Chirag Patel
Date: 2026.07.27 11:39:34 -04'00'

FEIN# 52-1924464

DATE 7/27/26

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION**ADDENDUM NO_4**

Addendum No_4 issued to publish and distribute the attached information to the Vendor Community

THE STATE OF WEST VIRGINIA PURCHASING DIVISION FOR THE AGENCY, WEST VIRGINIA PUBLIC TRANSIT DIVISION, IS SOLICITING PROPOSALS FOR ADMINISTRATION OF PUBLIC TRANSIT, PER THE ATTACHED DOCUMENTS.

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Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	Public Transit Administration				

Comm Code	Manufacturer	Specification	Model #
94131504			

Extended Description:
Public Transit Administration

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Tech Questions due by 2:00pm	2026-05-01

SOLICITATION NUMBER: CRFP DMT2600000003

Addendum Number: 4

The purpose of this addendum is to modify the solicitation identified as CRFP DMT2600000003 Solicitation" to reflect the change(s) identified and described below.

Applicable Addendum Category:

- ☐ Modify bid opening date and time
- ☒ Modify specifications of product or service being sought
- ☒ Attachment of vendor questions and responses
- ☐ Attachment of pre-bid sign-in sheet
- ☐ Correction of error
- ☒ Other

Additional Documentation:

Attach Vendor Questions and Responses

Add Revised Pricing Page and Specifications

Bid Opening remains: 07/30/2026 @ 1:30pm

Terms and Conditions:

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ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP DMT2600000003

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☒ Addendum No. 4	☐ Addendum No. 9
☐ Addendum No. 5	☐ Addendum No. 10

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KFH Group, Incorporated

Company



Digitally signed by Chirag Patel
Date: 2026.07.27 11:39:19 -04'00'

Authorized Signature

7/27/26

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.